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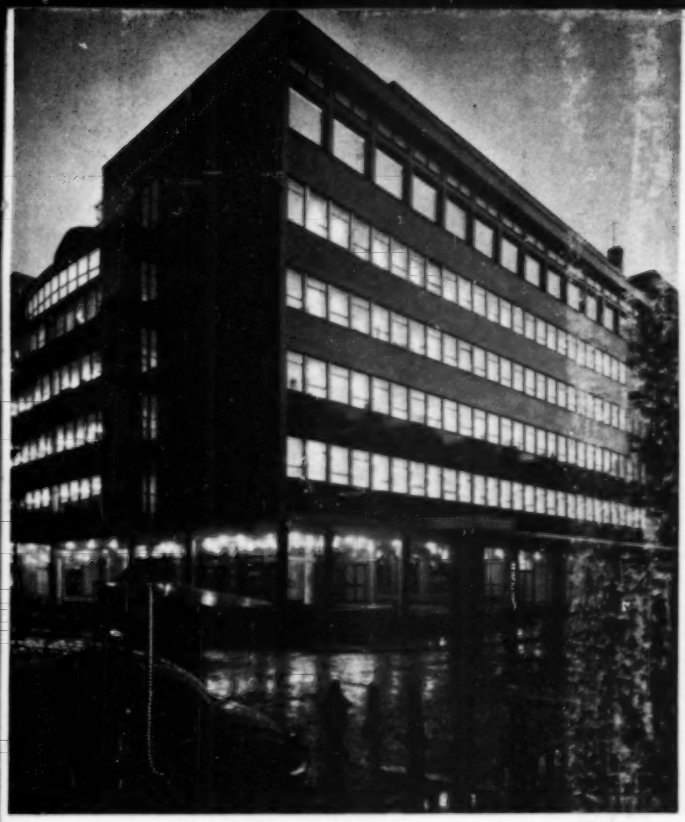

Their man from Congress House

Personnel Management and Methods

This human business
Preparing for automation
Are forewomen underpaid?

Time for a new order in technical training

FULL CONTENTS PAGE 1

Hilda K. (PACKER)

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and attendance record.
Root cause probably boredom.

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Personnel Management and Methods

SELECTION · TRAINING · COMMUNICATION · INCENTIVES · WELFARE · SAFETY · LAW · CATERING · EQUIPMENT

July, 1961

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This well known and well established machine tool manufacturing company located at Gorton, Manchester, requires a

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This is a new post and the man appointed will be responsible to the local management for the usual personnel functions required for a medium sized engineering concern. He will have recourse to the advice and assistance of the Group Personnel Manager. Applicants should preferably be from 30 to 40 years old, but an essential requirement is extensive experience of personnel management in engineering; covering recruitment, training, welfare, safety, wage structures and agreements and trade union negotiations.

A good starting salary is envisaged for a man with the required qualifications and personality.

Write fully in strict confidence with details of age, education, qualifications, past and present employment with salaries to The Secretary, KENDALL and GENT Limited, Victoria Works, Gorton, Manchester, 18.

Mars LIMITED

PERSONNEL MANAGEMENT

Mars Limited, of Slough, Bucks, wish to recruit additional Management members for their Personnel Division. These vacancies have arisen out of the continued growth of the Company and require men capable of keeping pace with the varied requirements of a rapidly developing organisation and able to make positive contributions to the personnel work in the Company.

Applications are invited from men in the age range 25-35 years, either having previous experience in personnel management or general management training and now wishing to specialise in the personnel field.

Applicants must have a good level of education preferably to degree level. The commencing salary will be at a point in the scale £1,350-£1,900 commensurate with previous experience. In addition, the Company provides generous coverage through their Pension, Life Assurance and Sickness Benefit Scheme, which is entirely non-contributory.

Please write, giving full details to the

Chief Personnel Officer,
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DOMESTOS LIMITED

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Applications are invited for this senior appointment which will become vacant on September 1st, 1961.

The successful applicant will take over an established Department, advising on all aspects of the work throughout the Company including Job Evaluation, Selection, Training and Merit Rating schemes. A sound knowledge and experience of the full range of Personnel Administration is therefore necessary.

Although the P.M. must reside in Newcastle, some travelling throughout the U.K. is involved.

Applications, with details of career to date and when available for interview, should be addressed to:—

THE MANAGING DIRECTOR,
DOMESTOS LTD.,
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NEWCASTLE UPON TYNE, 6

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LABOUR OFFICER

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The Society employs some 50,000 employees in 45 Industries in establishments throughout the country.

The Deputy Labour Officer is required to assist in the administration of the Central Labour Department, the development and administration of the Society's personnel and industrial relations policies covering all grades of staff and manual workers in the Society.

Candidates should have had a considerable experience in all aspects of Personnel Management and Industrial Relations. Membership of the Institute of Personnel Management is desirable.

A Superannuation Scheme, assistance with house purchase and a salary commensurate with the responsibility of the position will be offered to the successful candidate.

Applications, in strict confidence, stating age, education and full details of training and experience, to be addressed to the Secretary and Executive Officer, C.W.S. Ltd., 1 Balloon Street, Manchester 4, endorsed 'Deputy Labour Officer'.

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news and comment

by David Fleming

IF Commonwealth immigrants were required to obtain work permits before entering this country, I know of a number of industrialists who would heave a sigh of relief. The Home Office would become the personnel manager's conscience. It would remove the worry caused by having to turn away ambitious men who seem to be streaming into the British Isles expecting to be welcomed as trainees.

There is a certain Nigerian working as a porter with British Railways during the day, and studying for the IPM examinations at evening classes. He came over with a keen desire (and some hard-saved earnings), to gain personnel experience. He was unsponsored. Therefore, none of the training organizations would take him on; many of the industrial giants 'regretted' they could do nothing for him; and some even refused to see him.

His is not an isolated case. I could provide a long list of Commonwealth people with such frustrated ambitions. They are not *all* working on the railway. But they have enough spirit to keep on in Britain, regardless of their frigid reception.

Surely personnel departments are not so over-staffed that they can find no niche for a man who really wants to learn. A spell dealing with records or other routine matters could certainly be offered. I know that more of these people are going to ask me where they can gain some experience. My inclination is, at present, to tell them that nobody is interested. There is no prize for the firm that tells me I am wrong.

FROM this year's annual report from the Personnel Management Advisory Service, it appears that we are getting to grips with some of the outstanding deficiencies in employment.

The PMAs have witnessed a growing awareness of the relationship between labour turnover and the recruitment and selection of staff. They also noted increased attention being given to the improvement of selection arrangements.

Redundancy, too, apart from causing concern in many firms, is receiving greater practical attention. It is a welcome sign that employers are taking more care in labour planning. They have also, at last, seen a use for communications. The report states that more firms are giving advance notice of the practices they will follow if redundancy occurs.

Let us hope that this step-up in activity will rapidly make itself felt in more fields; training and re-training, for example.

ONCE again a man who ought to know better has failed in his diagnosis of and proposed cure for industrial ills. Suggesting yet another 'code for industry',

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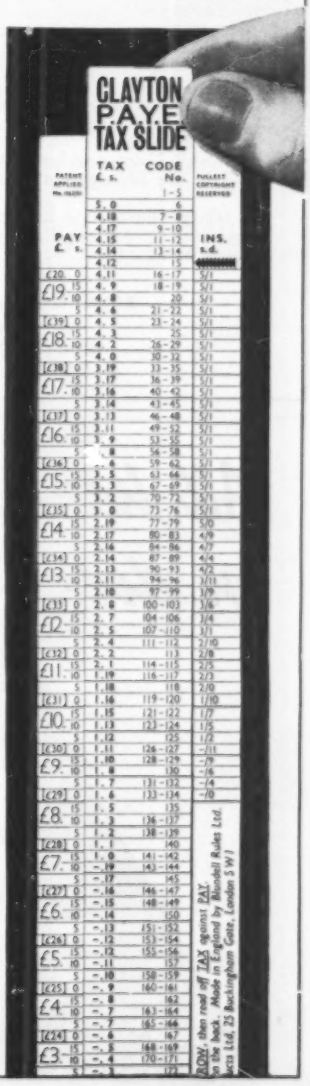

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A salary appropriate to age and experience will be paid for this appointment. All applications, quoting reference number PM 791C, should be addressed to:

MR. J. F. A. RADFORD,
MANAGER—PERSONNEL SERVICES,
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THE ANTISEPTIC SELF-ADHESIVE BANDAGE

Sticks to itself, but NOT to the skin!

by David Fleming

news and comment

Lord Amory wants to set up a College of Arbitrators; he wants Government control of wage negotiations; and he advises a tax on the employee's pay.

All these proposals, like so many similar curative cyphers, fail by touching only the fringes of the problem. They are the ingredients of a pill that will serve no purpose other than to relieve the pain temporarily. What we need is a cure!

The surgeon—for we also need somebody to perform the operation—will not be found among the ranks of politicians, civil servants, judiciaries or even trade union leaders. He will be the company personnel manager; the man who is never quoted in the Press. After all, he has no vested interest except in the proper performance of his own function.

NEUROSIS is twice as common after industrial as after road accidents, and is more frequent in large factories than in smaller ones. The degree of neurosis is in inverse proportion to the seriousness of the injury and rapidly improves once compensatory settlement has been reached at a medical tribunal. These are some of the curious facts recently reported by the Chief Medical Officer of the Ministry of Pensions and National Insurance.

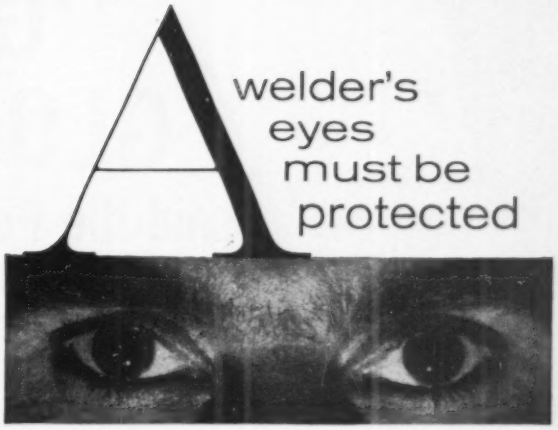
Although neurosis accounts for only 10 per cent of industrial absenteeism on the official records, it is financially significant because the spells of absence tend to be very long. We are warned of the dangers of an over-sympathetic approach and told that every attempt should be made to get a man back to work before the neurosis has time to develop.

I had diagnosed the ailment quite satisfactorily in my own mind, until a psychiatrist assured me that, far from having anything in common to neurosis, it was positively healthy to dislike the idea of work in general.

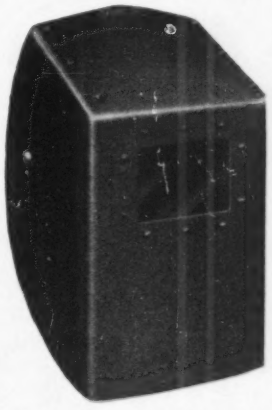
THE use of a still from one of the Industrial Welfare Society's excellent filmstrips, in last month's issue of PM & M (page 27), prompted me to ask them when we could expect the next batch of visual aids material to be available. Apparently, there is not long to wait; the end of August should see them ready.

I should think that, as photographic equipment comes down in price as it is now doing, there will be a corresponding increase in the number of firms who will be prepared to make their own strips and films.

In fact, only the other day, I heard of a medium-sized company that had used the services of its employees' Camera Club to make a film of the works for use as a recruitment and induction aid. Costs were limited to the price of the film and its processing. Cameramen and equipment, plus editing, were provided free by the club members.



A welder's eyes are properly protected when the helmet or goggles he wears are fitted with glass made by Chance. Both Protex (regd.) and Protal fully comply with British Standard 679. The use of Chance absorption glasses is the safeguard that guarantees adequate protection.



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'GO GLOSTER'
said the Personnel Man

They didn't run a regular night shift: only in an emergency when the order book called for it. 'It's a real headache', said the Personnel Man. 'The reason the men don't like nights is mainly because they can't get a decent meal.' 'What can I do about it?' asked the Works Director. 'I can't afford canteen staff for the odd occasion when we need them.' 'You don't need extra staff, sir,' said the Personnel Man. 'Install Gloster automatic vending machines. Everything the men are likely to need is then available just when they want it. You keep the men happy, night and day, and you save money yourself. 'Go Gloster', I say.'

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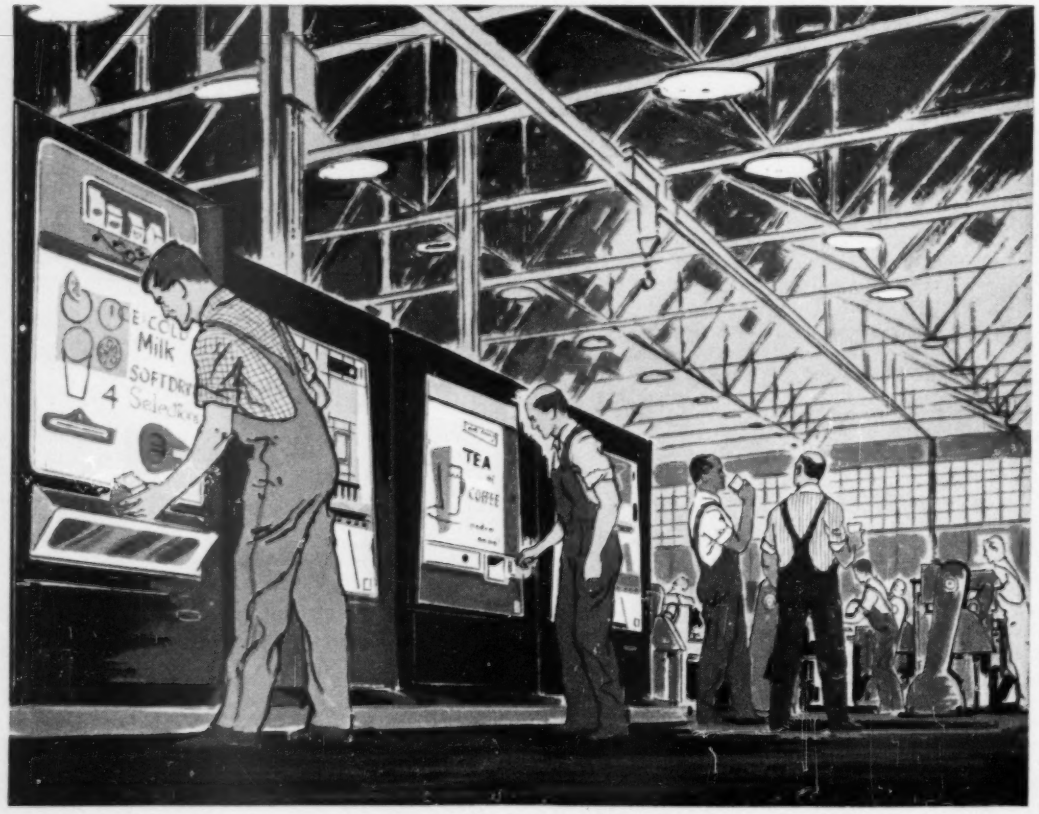


Personnel Management

IN PRACTICE

by Owen Lloyd

EMPLOYEES of **British Ropes Ltd.,** with at least three years' service, can now subscribe for Ordinary shares in the company. The total available for this new scheme is to be limited to £1 million which, it is understood, represents approximately 3 per cent of the issued Ordinary capital.

In describing the scheme to employees, the chairman, **Mr. Harry Smith,** has taken the precaution of warning any worker who takes advantage of the offer that share prices are subject to fluctuation. "The value of a share at any one time is the price that a purchaser is willing to pay for it", he explains in a circular letter.

A limit has been set on the number of shares available to each of three types of employee. For three completed years' service the top weight is 50 shares. After five years, this increases to 100 shares; and the final maximum is 200 shares for employees with seven or more completed years of service.

Professional investment advice will naturally not be given by directors of the Company—they are also excluded from the scheme. However, the value of spreading risk has been explained to employees. The directors have also indicated, at the same time as they announced the scheme, the facilities which exist for regular investment in a Unit Trust. The particular scheme they have chosen is the 'M & G. Thrift Plan'.

By the introduction of this share-purchase scheme, British Ropes are making further efforts to cement relations with employees. These relations are already in a good state of health, secured by an existing non-contributory pension scheme.

★

KNOWING where he stands in the firm is one of the supervisor's greatest worries. Even when he eventually finds the answer, he is never quite sure that employees are equally aware of his status, powers and function.

Both these causes of anxiety have been eradicated in the **Caterpillar Tractor Co. Ltd.,** Glasgow. In a 'Letter to the New Supervisor,' published by the company's monthly house journal, **Mr. W. Wilkinson,** employee relations manager, gives not only clear terms of reference but spiky advice. "As a leader you have set your feet on a road that is one of the rockiest and roughest in the world".

How does the supervisor stand in the employees' eye? They "look to you for leadership because you *are* their appointed leader, friend, counsellor and example". Mr. Wilkinson offers them a three-point plan for successful supervision:

- "You must *know* the people . . . and their problem"
- "You must realise that every one . . . is an individual and as such may need your personal assistance and understanding at any time"
- "You must . . . understand that each of these people has feelings and can be hurt or pleased or angry or irritated or contented . . .".

Despite the constant warnings in this message to supervisors, it is surely more re-assuring than the average welcome to new-boys: "Now you're a supervisor. Here's a white coat. Get on with it!"

★

A PROJECTED modernization plan to achieve a 35 per cent increase in the annual steel ingot output of **Steel, Peech & Tozer Ltd.,** will mean that some hundreds of workpeople will be offered new jobs at reduced earnings. The Company estimates that the loss will vary from man to man, but that it is likely to be confined to a figure between £3-£6 a week.

Therefore, it is proposed to pay compensation. This will come in the form of an ex-gratia payment that takes three factors into account: loss of earnings, years of service and age. The maximum payment to any one man has been set at £300.

Whilst maintaining a realistic approach in announcing this scheme—"It is designed as compensation . . . under quite exceptional circumstances"—the Company lives up to the steel industry's reputation for social responsibility. A spokeman says: "Many of those who have to change their jobs have given long and loyal service to the Company and have contributed by their various skills to its efficiency and profitability . . . It is felt that the Company owes a responsibilty to its workpeople and must seek to mitigate hardship as far as is possible".

Steel, Peech & Tozer recognize that no firm has any duty towards the temporary employee. Therefore, they have announced that all redundancy will be confined to such grades.

★

PROBLEMS of building up morale and efficiency in a new factory working with 'green' labour can be assisted by attractive uniform clothing, with the added advantage that different grades can be immediately 'spotted' by colour selection.

Chard of London Ltd., who began at Queenslie Industrial Estate, Glasgow in February on quality shirt and pyjama production, had this problem of welding together a 'green' labour force with only a sprinkling of experienced workers. After two months, the factory was in production and the quality sound. Luxury nylon overalls were used to boost feminine morale and create team spirit.

Apart from impressing by appearance, the overalls were selected for efficient use. The three-quarter length lilac nylon, button-through coat overalls worn by the majority of girl workers have three-quarter length sleeves to give free hand and wrist work at the machines.

Foreladies (a nice alternative to forewomen), wear the same overall but in blue. One employee who works on marking, with consequent risk of staining her garment, wears a very dark blue which will not show markings so readily. Office girls too have their nylon overalls, but these are full-length in place of the factory floor three-quarter length garments.

Reaction to these uniforms has been excellent; helping to weld the raw labour force into a community.

★

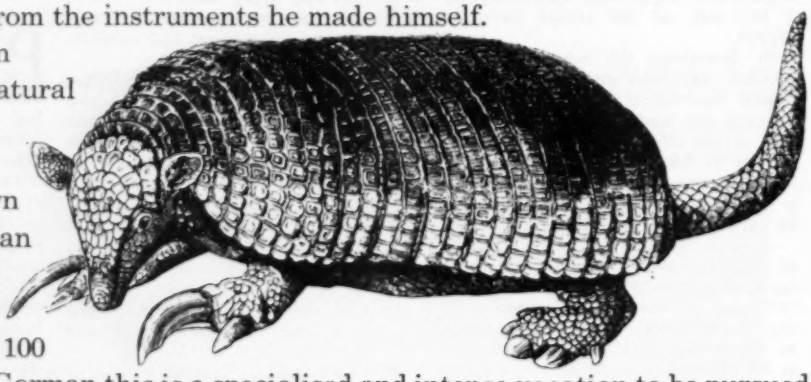
RE-TRAINING has not yet been fully accepted in this country as one possible solution to redundancy problems. Apparently the same applies in the USA, where the **General Electric Company of America** has just received a major award for the

ARMOUR AND THE MAN

With somewhat grim and forbidding humour Nature faces her creatures with mortal dangers and at the same time provides means to avoid them.

Armadillos and snails are armour plated. Birds can take to flight. Many animals, of course, take refuge in speed.

Man is poorly protected however. From the moment of his birth he faces deadly dangers. The forces of gravity and all forms of energy threaten him unceasingly. His elemental servants fire and air can destroy him. As soon as he goes out to work he faces death or injury from the instruments he made himself.



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IN PRACTICE

contribution its unique re-training programme makes to an over-all employee benefit scheme.

The 'Income Extension Aid Plan' is applicable to all employees with three or more years' service, in the event of lay-off for lack of work or plant closing. The first offer to such an employee, presuming he is not eligible for optional retirement, is one of extra instruction.

He may enter upon a course at any recognized trade or professional school. The Company will make payments to the school from the 'Extension Aid Plan' for all reasonable tuition charges and any other fees directly associated with the courses.

General Electric cover themselves against excessive claims caused by further periods of lay-off after the first. For example, if any employee with four years' service chooses the tuition payment option, the payments made for his instruction are converted into a service factor which is subtracted from his continuous service for the purpose of this scheme.

In this one man's case, if he were earning $100 a week and if the tuition cost $50, he would lose the use of six-months' service. In other words, for future aid, he qualifies as an employee with 3½ years' service; plus of course, any additional years which he acquires by continued employment.

★

NEW holiday arrangements for 1962 were recently announced to employees of **Leyland Motors Ltd.**, by their chairman, **Sir Henry Spurrier.** Apart from the organizational merits of moving the 'off' period from the tail-end of July to the last two weeks in June, the revision has an industrial relations angle.

The original proposal for altering the holidays was put forward by the chairman of the shop-stewards' committee of all Leyland factories. After conducting a ballot among employees, he found the majority in favour of June holidays.

The advantages of the new dates from the shop-stewards' viewpoint were:

- Better weather and longer hours of daylight
- Less crowded hotel accommodation and cheaper rates
- Reduced congestion on transport facilities
- Avoidance of the national peak holiday period.

The management, in recognizing that improvements could be made, have placed their faith in the fact that "more relaxed and healthier holidays will result if the crowded period in July is avoided". Presumably, the 12,000 employees affected by the change will return to work with a greater will, and fully refreshed.

★

POTENTIAL recruits are regularly discouraged from applying for employment when they hear that a company puts them through aptitude exercises. That is why it seems a good idea that **Pirelli Ltd's** footwear division hit upon for a recent careers exhibition that was linked with Commonwealth Technical Training Week.

They displayed a selection of their test apparatus on the exhibition stand and offered prizes for young people with high performance. Although the exercises on show were basically intended for fitting girls to jobs that best suited their abilities, the competition was also thrown open to boys.

Apart from breaking down resistance barriers, this experiment was also a useful gauge of standards in the area. The results could probably be used to determine the future availability of the required standard of labour for the factory.

Of course, there is not a technical training exhibition every week. But the success of this one-off venture suggests that some added publicity and greater interest might be afforded by variations on the same theme.

★

YET another nail in the gold-watch presentation's coffin! **Rolls-Royce** employees who have worked with the firm for 50 years, but who have not reached retiring age, are to be given the chance of an extra holiday at the Company's expense.

There are two alternative offers. One week in Europe, flying there in an aircraft powered by Rolls-Royce engines; or two weeks in the United Kingdom. In the latter case, the employee would be transported to his holiday destination in one of the Company's de-luxe motor-cars.

During the holiday, the Company undertakes to pay additional expenses. It is understood that this offer is for two, so that the whole benefit of extra leisure is not lost through lack of companionship.

At the Commonwealth Technical Training Week exhibition in Burton-on-Trent, Pirelli Ltd. 'sell' aptitude tests

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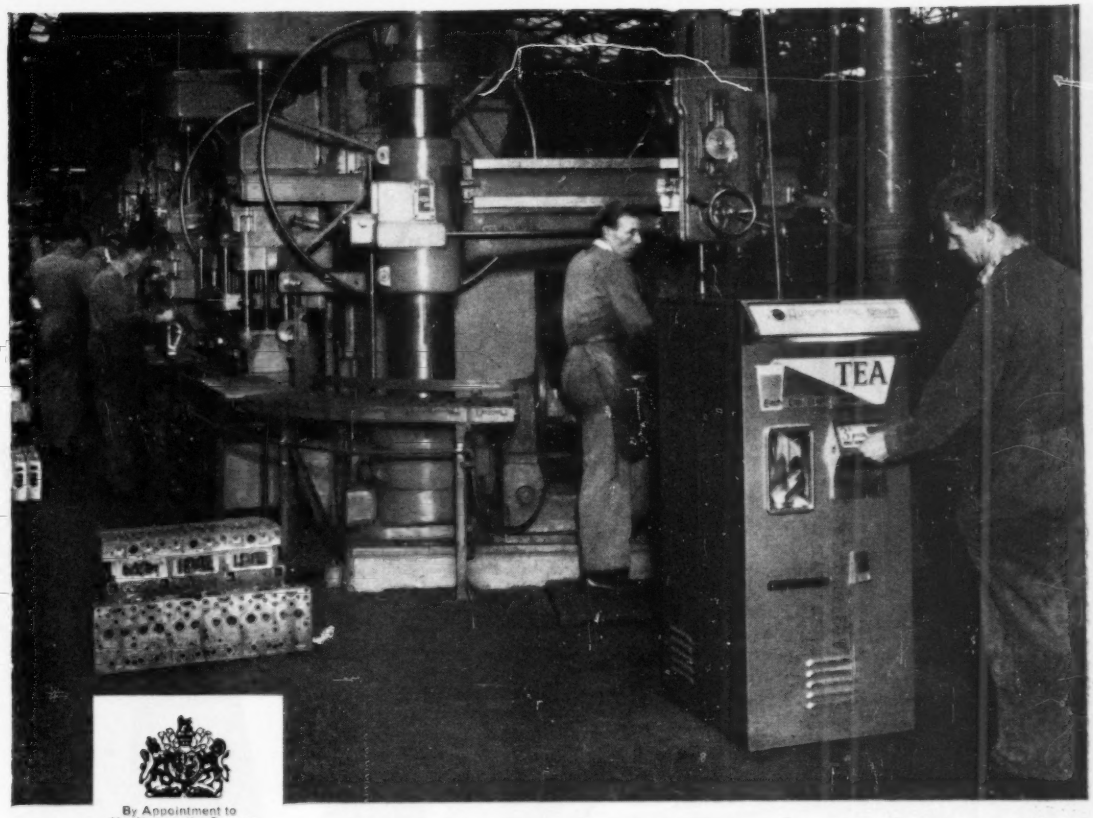

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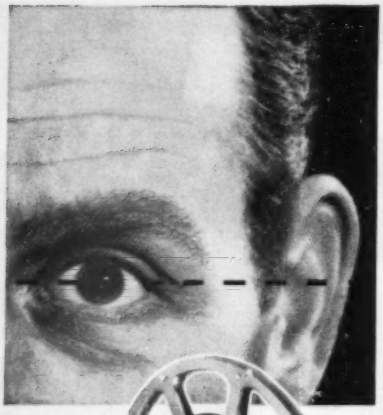

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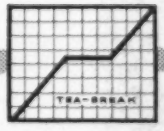

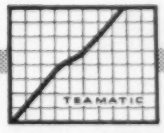

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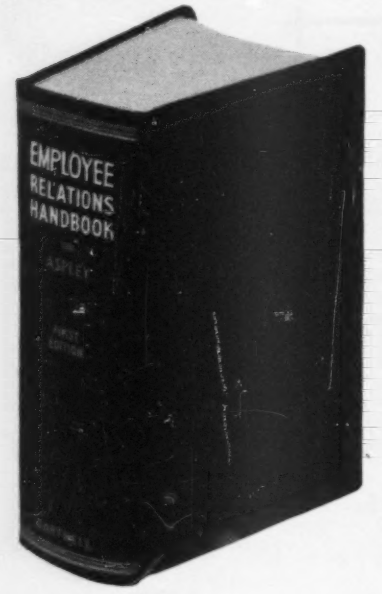

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Their Man From

Congress House

Edwin Fletcher, ex-TUC department head and now specialist consultant in industrial relations with Associated Industrial Consultants Ltd., speaks out in an exclusive interview with PM&M

"Attention to industry's blood stream is necessary"

Two years ago you said that "in this country we don't have human relations, we just have personnel management." How do you think consultants can improve on this situation in a short time?

THE point I was trying to get over was the importance of identifying separately the *longer-period* developments, in human and industrial relationships, and the *shorter-period* incidents and interruptions in normal relationships, which we all know by experience lead to trouble unless they are dealt with quickly and competently.

There is nothing exceptional in this. It is part of the normal management responsibility to be able to distinguish between the tides, and the waves, and the ripples of industrial affairs. All managements have to take a conscious decision as to whether they want as little truck as possible with unions, or want acquiescent unions, or whether they will work towards some form of participation with them.

The longer period development I referred to is the clash between (a) the scientific and technological surge which is providing at a fantastic pace new materials and new end-products, and often new methods and organization and (b) the slow adaptation we human beings show to changed material surroundings—a slowness which results in our attitudes to many industrial matters being often more appropriate to past decades than to the present.

Here is a basic social and industrial relations problem for management—and for trade unions which are as conservative as management in this respect. I believe this underlying conflict is being insufficiently studied. It deserves much more consideration in management and in trade union circles, both separately and jointly.

Many firms are, of course, now giving substantial consideration to human and industrial relations as an important range of management activity. Post-war developments in the realm of personnel management are part and parcel of this. But it seems to me that what higher management frequently demands of the personnel officer is "to keep things quiet". Higher management itself does not always welcome having to study in depth the problems of human and industrial relations, or to adjust its own thinking and attitudes.

Sore spots

Yet this is what this period of history and the urgency of national development often demands of it. Consequently, many personnel managers say that they have to spend far too much of their time on what I call the "Zambuk treatment"—dabbing ointment on sore spots and hoping that the trouble will disappear. My comment is the obvious one: although such action may lead to welcome soothing, it is rarely a remedy by itself. Attention to the blood stream is necessary.

There is no basic reason why these two forms of approach to the problem of reducing the irritations of conflict in industry must necessarily be alternatives. But over-concentration on short-period problems can damage the possibility of solving the more fundamental long-period problem.

Would you care to particularize?

WELL, work study often concentrates attention on "one man and his job"; while the longer-period requirements of modern highly mechanized industry in conditions of full employment make of absolutely paramount importance the management responsibility of creating a team and a group approach. There are many personnel departments which for this reason regard the activities of their work study colleagues with mixed feelings; they can see the advantages of work study but they know that their own headaches may increase.

It was never more true that "no man is an island unto himself". Without care, activities aimed at the worthwhile objectives of individual efficiency and of a group approach can clash.

Higher managements in some mechanized industries, encouraged by the Ministry of Labour, have recently been paying more attention to these prob-

lems largely as a result of the high cost of industrial stoppages. Heaven knows that stoppages in highly mechanized plants are extremely expensive! But the concept of days lost in industrial disputes, though being relatively easy to measure, is a dangerously oversimplified assessment of good or bad industrial relations.

A more satisfactory but more difficult concept is the rate at which a firm or an industry is assimilating and exploiting potential change and development. In any assessment of this, stoppages, though admittedly important, form only one factor. Peace in industry can be misleading.

Management consultants are vehicles of industrial change. They have widened their services, as new scientific aids and techniques have become available, from economy in direct labour and the design of incentives to the whole organization of their clients. AIC, for example, has rapidly expanding specialist divisions to help its clients with computer work, operational research, and executive selection. AIC has become aware of the general underlying importance of industrial relations, on the one hand as affecting the viability of their existing work, and as a separate and specific industrial range on which managements may welcome advice.

It seems a natural development. I am optimistic about the opportunity of becoming effective rapidly. But in any event the appointment of an Industrial Relations Adviser shows that the problem has been recognized, and this can be expected to be reflected in the whole range of AIC activities.

Consultants regularly succeed in helping firms because their work is non-partisan. How far do you feel people in industry share the view of the union leader who recently abused "long-haired professors" as useless for training purposes?

CONSULTANTS help firms not only because they are "non-partisan"—I'm not sure that I agree with this as an unqualified statement—but because they provide their clients with management assistance and technical service in ranges in which those firms are 'light', consistently or just at periods of heavy load.

Much of industry is at present 'light' on training for the various levels of management and for trade union officers and shop stewards. It is therefore natural that management should give consideration to getting assistance from 'outside', from organizations and institutions directly or indirectly associated with industry. Universities can, of course, make a contribution. So can consultants.

But the first step should be to define what is to be taught, and how, and the size of the problem, i.e. the necessary throughput of students.

Usually what shop stewards and the lower levels of management need is more vocational training than education—though I do not want to get into any semantic argument on this, or to show any lack of interest in education as such. But the immediate industrial requirement is to make these grades more effective in carrying out their existing responsibilities; in other words, to make effective but not 'goody-goody' shop stewards, to make understanding and resolute but not soft foremen and supervisors.

Closed shop

This is a matter of human engineering and the do-gooder must be kept out of it. Not that I regard all university teachers as do-gooders: many of them are practical men and like being active in industry—sometimes even in preference to getting down to the research which is their primary responsibility!

It is probable that the most efficient method of providing effective training is for the industry concerned (or large units within it) to create and operate its own training schemes; and to invest substantial sums of money in this work.

Outside help may be necessary either organizationally or in the form of visiting lecturers from the trade unions, management and teaching establishments, including, if you wish, universities. In some cases, attendances at outside courses will be justified; but responsibility of management and the trade unions cannot be 'hived off' in a package deal to any outside body. The responsibility for the training of supervisors belongs to the management; for the training of shop stewards primarily to the union of which they are voluntary officers.

While I was with the TUC, I had a large hand in the creation and operation of their courses in production and management subjects for shop stewards and others with workplace responsibilities. These courses are now well known and appreciated. They give consideration to a technique or operation in industry; how it functions; why management wishes to use it; and to the trade union implications. Fifty per cent is objective description and assessment.

This would have been quite impossible without drawing assistance from outside the trade union movement. As it is, the only substantial defect of the courses is that their scale of operation is far too small, and that even with the very good complementary services of certain affiliated unions, only a fraction of the necessary training is in hand.

For that part of the teaching which had to be by outside lecturers from industry or teaching establishments, the TUC was very grateful. Trade unions will continue to need such assistance, partly qualitatively and in order to widen horizons, and partly quantitatively because it looks as if the

Consultant centres, such as AIC's Dunford College, are gradually replacing universities as sources of industrial advice

resources directly available for such purposes from within the TU movement are likely to be insufficient for some time yet. Let professors be used by all means if they fit into the scheme of things, but please let us not encourage "passing the buck" to them. Above all, let us be careful not to genuflect to educationalists in general in this essentially industrial problem.

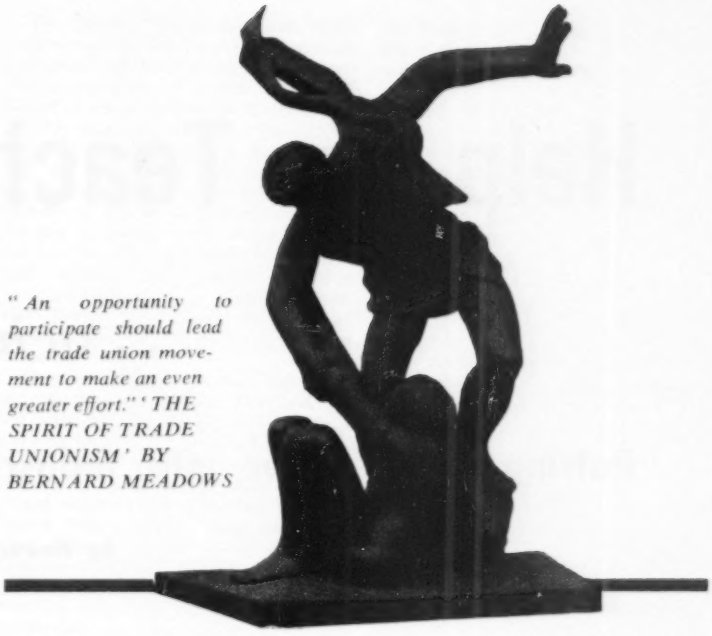
We know that AIC cares about having its advice to firms accepted and acted upon. With your TUC background, it may be that you will sometimes put forward recommendations in the interest of workpeople but to the cost of management. Do you anticipate such disappointments?

I HAVE been too long in industry to regard it as philanthropic. It has its own realistic standards. But it is surely wrong to assume that "recommendations in the interest of workpeople, but to the cost of management" are necessarily against the best interests of the firm if judged in the proper perspective. Indeed, it is a pity that managements and trade unions often say "no" to each other far too automatically—as a 'conditioned reflex' rather than after an analysis of the situation.

The trade union is the recognized vehicle in this country for securing pay as high as appropriate, and for the promotion of the specific interests of workpeople. In conditions of full employment and increasing mechanization, the union should surely be strong enough to do its extractive job without outside help! I do not "anticipate such disappointments", though life promises to be very interesting.

Have you any strong opinions on the decentralization of collective bargaining?

THERE is a great deal of casual comment about the need to decentralize collective bargaining—comment which frequently stems from a superficial comparison between collective bargaining in this country and in the United States. It is true that national agreements are more significant in this country, and that in the USA the emphasis is on negotiations plant by plant. But the contrast is frequently overdrawn, and the point ignored, that the tendency is for the countries to move closer no longer. In any event, on what basis could anyone claim that industrial relations are better in the USA than in this country?



"An opportunity to participate should lead the trade union movement to make an even greater effort." 'THE SPIRIT OF TRADE UNIONISM' BY BERNARD MEADOWS

The fact is, of course, that in this country there is already plenty of decentralization of collective bargaining. In engineering, there is a base rate negotiated through national bodies, together with district and craft differentials, and with piecework prices and other matters settled by agreement between the management and representatives of workers in each establishment. Therefore, earnings for many comparable jobs in engineering vary substantially from firm to firm. In some other industries, of course, there is much more reliance on a nationally negotiated time rate, and additional flexibility may be desirable.

The engineering pattern, together with the constitution of some unions—the AEU in particular—places many shop stewards in an extremely powerful position. This is a natural development and a state of affairs with which the industry can cope. But efforts to increase still further the importance of local negotiations seem to me to be misdirected.

Rather should the effort be devoted to improving the shop-stewards' ability to use effectively and in accordance with national policy and negotiated procedure the powers they already possess—and to improving the lot of the hard-pressed full-time district officer.

With increasing mechanization in conditions of full employment, plant negotiations will become more significant whether we like it or not. And rapid economic growth will not be achieved alongside sustained full employment unless there is a substantial improvement in the level of co-operation among national organizations, including trade unions and employers' organizations.

This won't just happen: to engineer it—in the true sense of the word—is a tripartite responsibility, of the government, employers and trade unions. It cannot be done without national acceptance of a much more coherent philosophy of growth than exists at present, and with an understanding of the special contribution required of the trade unions in the form of participation in national economic objectives. This will involve a high degree of self-discipline, but will be found to be worth the trouble.

I would favour less pressure for further decentralization of negotiations and more talk of trade union and employer participation in a national programme of industrial growth. An opportunity to participate should lead the trade union movement to make an even greater effort to pull its weight and remove some of its unnecessary inefficiencies and local idiosyncrasies. In this, as in training, the trade union movement is going in the right direction, but far more slowly than the national situation requires.

Help the Teachers

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Putting some order into industrial training

by Howard Griffiths

Apprentice training at Dunlop Rubber is itself a skill

"The task is to draw the attention of employers, trades unions and technical teachers to the need for bringing the whole complicated, confused and un-co-ordinated system of apprenticeship training up to date. . . . No country can afford to waste the natural aptitudes, brains and skill of its people and expect to develop a reasonable standard of living".

WITH these words the Duke of Edinburgh launched Commonwealth Technical Training Week. If the occasion was hopefully regarded by our colleagues in public relations as a possible platform for an eulogy on British industry, they will have been bitterly disappointed. The chief aim of the campaign, which was, as the manifestos had it, "to stimulate in the community awareness of the responsibilities it has towards young men entering employment" was achieved with resounding success. Few people felt at all happy about the situation once they had been stimulated to the desired pitch of awareness.

In effect, the week served to make more widespread a feeling of uneasiness which had previously been confined to the educational experts, both in government and in industry.

If we are to retain management's right to the initiative in putting our own houses in order, it is time we took seriously the thinking behind the criticism.

The attack falls under two main heads. On the one hand, we are told that industry is not getting skilled men in sufficient numbers. Out of 550,000 young people who entered employment in 1960, 420,000 went into unskilled jobs. The craftsmen which industry has are not being trained in a way appropriate to the rate of technological advance; there is an acute shortage of technicians and technologists of the right quality. Last, and worst of all, too few firms are doing anything about the situation.

The Minister of Labour has said that in one major industry in this country, only 40 per cent of firms train their own apprentices, the remainder preferring to poach skilled men. The result of so myopic an outlook is that, whereas our technologists at the head of the hierarchy of technicians and craftsmen should be moving in the van of industrial development, it frequently happens that we have to import ideas.

In this inverted and precarious position we must take full advantage of the opportunity to buid up a large store of skill via the school-leaving 'bulge' in order to regain economic balance.

The second major criticism stems from a concern for the personal welfare and social rights of young people entering employment. It is not fanciful to detect in many advocates of State control for technical training a feeling that it is fundamentally wrong for a young lad to be denied all opportunity of educational advancement through failure to secure an apprenticeship at the age of sixteen; and wrong anyway for his broader education to cease a year earlier. This feeling is quite divorced from monetary considerations, even though, in practice, the needs of industry and of its young employees coincide.

Two demands are made of industrial training by these critics. They ask for the amount and quality of technical training both in its practical and theoretical aspects to be extended, and for the setting up of some system whereby young workers can continue to some degree with a more liberal education. This second request is bound to be received with shock by followers of the older school of thought whose almost mystical regard for industry is in direct proportion to the extent to which mechanical processes are alienated from the human ones.

And yet the truth is that teaching youthful employees something about politics, economics or even music can have surprisingly valuable results in the way of improved morale and better working relationships. I know of one personnel manager in the West Country who used the time vacated by better and quicker job-training methods to supply education in the widest sense to trainee operators in his factory.

Two priorities

A discernible improvement in morale appeared, and the voluntary classes he offered on modern languages, literature, history and politics were always well attended. This man saw trainees positively as malleable youngsters, quite distinct from the ordinary labour force. The opposite attitude could be inferred from the remarks of the works manager of a small furniture-making firm who explained that it was impossible to release apprentices even for day-release because their assistance on the shop floor was irreplaceable.

One thing is certain: learning merely by observing a skilled craftsman at work will not satisfy the demands made of technical training in the twentieth century. As an approved method, this system of apprenticeship dates back to the Statute of Artificers of 1563 and, in the unflattering light of modern technology, it looks its age.

Industry is being required to weld practical experience in its training programmes more firmly to theoretical knowledge, and to so widen the scope of both that technical training can come to be called a genuine education. Rapid change and development in machines and manufacturing methods is making knowledge of how to apply the principles of an operation more important than expertise in a particular craft. Industry has to effect a radical change in its traditional training services while expanding them sufficiently to absorb a healthy proportion of the 720,000 school-leavers expected in 1962.

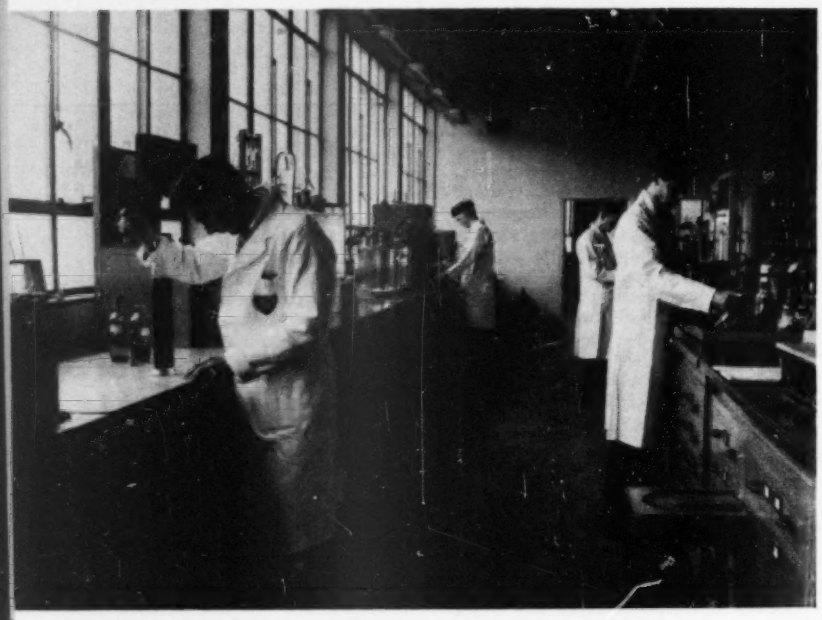
Extra-mural support

A few of the mammoth concerns in the oil, motor and basic metal industries can cope effectively with the situation themselves. But the majority of firms will have to look for help outside their own factory gates. Making full use of the resources of local technical colleges is the best hope they have of evolving satisfactory training programmes. Additional assistance may also be forthcoming from government sources, from non-profit-making private services such as the British Institute of Management and from central advisory bodies in their own industries.

The National Joint Apprenticeship Board in the building trade, for example, supervises the training and complementary further education of apprentices; the Research Association of the British Boot and Shoe and Allied Trades, in conjunction with technical colleges, runs a training scheme in new methods and developments for the benefit of smaller firms. Organizations such as these, or the British Iron and Steel Federation or the Aluminium Development Association, perform invaluable services as central exchanges through which information on new developments is picked up from member firms and circulated to instructors in industry and in technical colleges.

The fact remains that all such sources are complementary to, rather than substitutes for, the ways in which we can use technical colleges to give the necessary face-lift to training.

The main contribution of technical colleges continues to be in providing theoretical instruction, whether for the examination of the City and Guilds, O.N.C., H.N.C., or the more rarified



British Petroleum acknowledge the place of chemical apprentices in maintaining company quality

regions of the Diploma in Technology and the Bachelor of Science degree. The necessity for a formal education at the higher levels is obvious: what is not so often grasped is that, even at the level of a craft apprenticeship, it constitutes the only guarantee of a reasonable standard, and, more important, serves to broaden the outlook of an apprentice.

In West Germany, attendance at a college of technology is compulsory by law through apprenticeship. British industry must now follow suit by giving positive encouragement rather than by paying mere lip-service to the idea of formal education. Encouragement means ensuring that one's apprentices and trainees are given an adequate chance to set their feet firmly on the educational ladder through being granted time off to attend college.

Day release is the minimum requirement. Wherever possible, block release or sandwich courses should be made available to secure a better prospect of success. The type of course offered to students does make a big difference to results. In one study, the pass-rate in O.N.C. for students on day-release was 41 per cent, contrasted with 95 per cent for students on block release.

The fact that at present only one student in eleven progresses to the top of the National Certificate ladder (and only one in thirty does it in the time for which the course was designed) indicates, among other things, a lack of encouragement of this kind.

Encouragement also takes the form of incentives for examination successes. These may appear as bonuses on the successful completion of courses. Or, more usefully, as in the Metal Box Company, outstanding examination results may be rewarded by interpreting them as the entry qualifications for a more advanced course.

Under this system, educational development accompanies the intense mental development which occurs during adolescence, and young men are given in full the opportunity which some would claim to be their social right. Collaboration between industry and technical colleges on a larger scale could reduce the desperate shortage of men with technical know-how to much less frightening proportions by 1967.

Widening the field

Technical colleges also offer facilities for extending practical experience where smaller companies are unable, either as a result of a narrow range of operations, or through lack of training resources, to grant an apprentice any latitude in their own factories beyond highly particularized crafts. Yet, employers in such concerns may well wish to secure a broader grounding for apprentices, feeling that it would be rash to assume that developments over the next few years will permit all time-hallowed crafts to remain hallowed.

Large companies are able to provide a wide range of experience for apprentices within their own framework. At the Midlands Training Centre of Richard Thomas & Baldwins engineering craft apprentices spend their first two years learning skills basic to all engineering, irrespective of the particular craft in which they will eventually specialize. In the case of smaller firms, Group Apprentice Schemes, operated in close conjunction with local education authorities, can provide similar experience.

Such a scheme is to be inaugurated in September by the Education Committee of the Middlesex County Council, and three areas have already been selected for craft apprenticeships in mechanical and electrical engineering. The Education Committee is assisting in selecting apprentices, and is allocating them to various employers subject to the agreement of both parties. The only obligations firms have will be to allow apprentices to attend college for training and education according to the system of release which best suits the firm concerned.

The Youth Employment Officer will then arrange movement during training from one employer to another, so that smaller firms can group together to provide breadth of training beyond the scope of any one of them. At the end of apprenticeship the firm to which an apprentice was originally indentured will be considered to have a priority right to his services. No payment has to be made for the administration of the scheme, beyond the normal college fees.

There is one last role which technical colleges have to play to meet the specifications for industrial training's new look. Experienced teachers of non-vocational subjects can be found on their staffs, ready to carry on more liberal studies with our semi-skilled youths as well as with our apprentices and so help us in our efforts to construct a better-adjusted, better-informed and less apathetic society.

In all the directions of breadth and depth of education with which we must arm ourselves in order to survive in this fiercely competitive world, the answer to many of our training worries lies in helping ourselves by allowing the organized educational bodies to help us. But they can do this only if we first give them our enthusiasm as well as our consent.

by Technicuss

THE ANONYMOUS COMMENTATOR is not a syndicate. He is a real person with a real job. So that you should be under no illusions about his status as a worthy foil for your thrusts, let him boast that he has held a senior personnel job for the last twelve years.

He gravitated from the technical development side of the industry for the good and sufficient reason that he was offered more prospects.

The initial inducement has been replaced by a real and deep interest in the personnel job in all its aspects and, though essentially a practical type, he is literate enough to read as much theory as his brain and eyes can stand.

It would be a great pity if too many readers agreed with Technicuss, as his contributions will probably prove beyond doubt that the last syllable of his pseudonym is justifiably earned.

One last word: little purpose will be served unless you write or even 'phone about opinions and statements made in these columns. Fulminating to your secretary, your wife or the commissionaire (he often appears to be the only friend you've got), is just so much wasted energy.

A Slice of Baloney

LET us clear away the things we won't talk about much—canteens, toilets, factory outings, welfare, (ugh!). These are administrative chores which have to be done and done well, but which don't constitute the essential core of my daily work.

But here comes George who has been in my office at least three times in the last fortnight. The 'engaged' light is on; but, displaying the initiative and determination which *(inter alia)* we think we pay him for, he charmingly inserts himself between my secretary and my door with the plea that all he wants is five minutes.

I'm busy and he knows it; but the bland assumption is that his problems are more pressing than mine. Hastily remembering all I'd heard about self-control, and failing miserably to carry it out, I scowl. Nonplussed he begins. "It's about my job-grading, you know. Is anything going to be done about it?"

I know and he knows that his case is thinner than a slice of baloney, but the range of things to be said and not to be said among upper management requires me to steer this one carefully. Platitudes by the square foot and cliches by the yard crowd my mind, but give way to the most diplomatic statement of all, "No, George. Nothing is going to be done. I told you so".

This is only another ploy to George. "I know that's the 'official' view", he says as if we can now talk freely about the 'unofficial' view, "but I'm not worried about this for myself. It's the effect it's having on my staff and on the other departments. They won't take the job seriously if it doesn't carry the appropriate grade".

My silent voice asks, "What about working for recognition instead of beefing about it?" But I grunt 'officially' and 'non-committally'. "Personally", he goes on being nobly objective, "I don't care. It's not for myself really. It's for the department".

Having made this incredibly dishonest declaration, George then goes on to embroider it, proving beyond a shadow of doubt that he is massively and personally very much concerned with his own status and that any further efforts of mine to re-appraise the work-content of his job are just so much wasted energy.

So the whole world of "status symbols" (good O.K. words for the early part of '61), is opened up for discussion. One begins to wonder if we're not heading smartly down via Americana where the outward appearances of rank and position are going to replace most others in the social pattern and form the major preoccupation of people in all walks of life.

An interviewee for a job last week expressed no doubts about it and opined that even at the lowest levels "status striving is replacing the struggle for security". Nice quote that! And my sordid mind revolves around the thought.

Because "we've never had it so good", we are manufacturing our own external competition since we must keep alive a basic need for struggle and conflict and indeed we may be looking at one of the major incentives of the next decade or so.

What do you think?

The Great Secret

By Richard Bates

How much do you tell your boss, your colleagues and your subordinates?

BY an enquiry into the practice of some 56 firms in England, we have attempted to bring to light some of the pitfalls and, alternatively, some of the 'wrinkles' in communications in industry.

You need go not very far outside the industrial 'giants' to discover the reasons why communications break down. It is often blamed on to "pressure of work amongst top executives who, because of this, become a little impatient." That is the reason most commonly used in excusing communication between top and lower levels.

A light engineering firm in West London refused to acknowledge pressure as a reasonable excuse. "Our orders are rising all the time", remarked the production manager. "And yet we insist on stopping work early each Friday to give supervisors a full explanation of the next week's schedules". Supervisors are then responsible for communicating the relevant news to the firm's 220 workpeople in time for them to raise queries or to question 'itinerant' managers on the following Monday morning.

In a much smaller firm, the personnel manager regrets that meetings between middle and senior management are too irregular. Not only that: "It is particularly difficult for us to come away with any firm line or decision on matters." As in the previous case, it appears that this lack of directive stems from an increasing pressure on the time of top management.

It is easy to justify such inaction in terms of the relatively small size of the business—110 employees. But the justification is questioned by the managing director of an even smaller firm which has experienced extensive pressure in carrying out sub-contract work for the motor industry.

The managing director of this firm has insisted on keeping his departmental heads informed of progress—or lack of it. "If it were left to me or to them to arrange a meeting whenever something significant occurred, I doubt whether any of us would find the time to meet. Since never a week goes by without major switches in plan (or without a number of snags), I say that we might as well have a regular, formal arrangement for discussion".

Communication, in the text-book sense of expressing oneself clearly to others, breaks down between management and men. There is a strong feeling in some firms that workers have a basic lack of ability in understanding clear English. To overcome what has been called "a failure to talk the same language", several companies have strengthened the vertical line of communications. Directors speak to the works manager; he discusses matters with his departmental heads, after which supervisors are brought in. The final link in the chain is forged when foremen communicate the information to the men in their individual sections.

This may serve to gain 100 per cent accuracy in disseminating information. Yet, at least half a dozen managers approached in this survey compared

the system with the party game of 'Whispers'. "As it goes down the line so it becomes distorted. Such a line demands that, at each of three or four levels, there is no chance of slight shades of meaning becoming changed or exaggerated". The director who thus advocated a fresh look at the vertical approach has experience to remind him of the system's pitfalls.

At one time a firm believer in this approach to communication, he attempted to clarify a position to workpeople who threatened strike action because of a misunderstanding of management intentions. Unfortunately, he had not allowed for some personal failing in his works manager. Whereas the director had been willing to compromise on the situation, his subordinate felt obliged to present an iron hand to those under him. It was only by a chance meeting with one of the shop-stewards that the director learnt of this breakdown.

The firm has now done away with such a structured system. It has been replaced by a representative assembly from all levels of the factory. To ensure maximum effectiveness, the director, his under-managers and works representatives have all attended short courses in 'Clear thinking and speaking' and 'The function of management'. "We still have our differences, but nevertheless, we all know what we are talking about".

An alternative method of putting policy across to subordinates at shop-floor level has been found to work in a company making leather goods. Although information is readily and easily communicated to managers and supervisors in letter form, the directors have laid down that it must be retailed to works representatives and trade union officers at a face-to-face meeting. "The only precaution to take, in working such an arrangement", explains the works director, "is in ensuring that you do not outline plans or policy changes to workers before your supervisors and departmental managers have received their letter and had a chance to ask for further clarification".

This was not the sole danger seen by the senior personnel officer of a 200-man firm in suburban London. "I always ensure that, after any meeting between management and employee representatives, minutes are sent to each person who attended, and that a copy is posted on the factory's departmental noticeboards". If that meeting decided on a course of action, the relevant paragraph in the minutes is asterisked.

Once the action has been taken, employees receive notification of it in their pay-packet. A copy of this is also displayed alongside the original minutes, with a coloured tape joining the two. In this case, the precaution is meant to eliminate the possibility of faulty information being passed between people who ostensibly speak the same 'language'.

Many firms, whilst appreciating the advantages of communication by committee, have not seen fit to distribute or, in some cases, to keep minutes of the proceedings. Are there in fact any gains from such distribution? One office manager in a London company would refuse to attend meetings if there were no published minutes. "Vacillation amongst colleagues in my previous post has taught me never to 'trust' the spoken word".

Double dealing

Far too often, in any level of discussion, wild promises are made. Subsequently, they have a strange habit of being 'forgotten'. Trade union experts and even ruthless managers will use an un-minuted meeting to gain concessions. Their side of a bargain may be conveniently set aside once the point has been gained.

After meetings with staff, this same office manager makes a practice of distributing minutes of all decisions taken. He adds a tear-off counterfoil which, when signed and returned, records each member's agreement to their accuracy. He is attempting to have a similar procedure adopted after committee meetings between departmental heads. "Not only would the counterfoil indicate agreement of all parties; it would serve as an acknowledgment of responsibility for any positive action, decided or demanded at the meeting".

Although formal methods of approaching communication are often criticized for their time-consuming nature, it is still common practice for many managers, especially personnel managers, to rely on a prowl round the works".

The personnel manager in one of our New Town factories has discovered that 'off-the-record' conversations with shop stewards have been of considerable assistance in gauging employee reactions. He finds particularly that a tour during Saturday morning overtime hours yields exceptionally good results.

Deliberate attempts to sound out opinion in advance of an announcement receive mixed support. Most firms would react to the suggestion that this approach be tried with outraged indignation. Yet, even some of these are known to have made attempts at 'kite-flying'. In the main, it was discovered to be an unreliable tactic. There is the well-known account of how, in an engineering works just outside Leeds, the shop-stewards' committee manipulated such a scheme to suit its own purposes. The management, presuming that true employee reaction to their proposals had been gained, made a formal announcement. It took two months to put relationships back on an even keel, so that 'real' negotiations could begin.

A more reasoned criticism of the 'grapevine' technique is that, since nothing can be explained in detail, there is a danger of the method misfiring. An experienced personnel manager in the card-container manufacturing industry feels that "It can lead to distortion of facts, as each person tends to have his own interpretation".

Despite the laudable trend towards greater communication between all levels in industry, far too few people seem to know how to go about it. Even those who take steps in the right direction are, to a large degree, unaware of why they take them. And none appear bothered about whether they are achieving the results they set out to achieve.

Communication is not a right that has to be conceded. It is another way of getting things done in a required manner. As such, it needs much better handling and more application than it is currently receiving.

QUOTE

You will have no difficulty in getting your theories of communications accepted by the individual, so long as you keep him in isolation

by J. M. Sinclair

Are Forewomen Underpaid?

Or are they incapable of the kind of leadership that brings high reward?

HAVE you, as a works manager or personnel officer, thought about the status and function of your women supervisors just lately? The publication of a report by the Institute of Personnel Management* seems an appropriate call for us to pause and take stock.

The first thing that strikes me is the low wages of women supervisors. The report states that "the pay of the lowest grade of women supervisors is commonly between £8 and £10 weekly." The most senior grades are paid up to £800-£1,000 a year. What do they do to earn this money? Twenty-seven supervisors in a foodstuff company, with responsibility for from 30 to 90 people, earn £11-£13 a week, with some overtime paid for, but no special bonus scheme other than the Christmas bonus, shared by all employees.

For this remuneration, they are doing a wide variety of different jobs calling for great versatility and a strong sense of responsibility. Here is the list of their duties. "Responsible for the training, progress and discipline of employees; supervision of trainees and checkers; allocation of work and arrangement of duty rosters; checking scale and job rates, gradings and allowances; checking orders, supplies and equipment; welfare, safety and hygiene of department; time keeping, absentee and accident reports; protective clothing."

In a nutshell, these women are fulfilling many of the effective leadership functions for a group of anything up to 90 people. If these women supervisors are doing a good job of work in training their staff properly and seeing that their "progress" is satisfactory; if they are allocating work effectively, checking job rates and gradings properly, maintaining a high standard of "welfare, safety and hygiene" and a low absentee and accident rate, then they will not have to worry about "the discipline" of their employees. That will be all right and so will the morale of the group.

For, a satisfied and contented group, led by a respected leader to a common goal, disciplines itself—but to achieve such a result demands a high degree of leadership skill. For a maximum of £13 a week the conclusion seems to me to be inescapable. Either the individual supervisor is not capable of (or sufficiently strongly motivated to be) giving complex and highly skilled leads to her group; or she is being underpaid.

In particular

Forewomen in another company with very similar responsibilities earn £10 2s. 6d. a week. A head forewoman, in charge of from 60 to 450 employees, is responsible for reception, coaching, progress and discipline of employees, supervision and coaching of charge hands and forewomen, and organizational work such as holiday lists, volunteers for extra overtime, etc. For this she is paid from £10 10s. to £13 10s. a week.

In a different industry, a forewoman responsible to the works manager for the production, supervision and training of 43 employees earns £12 a week. A forewoman in another industry with similar responsibilities but, in her case, for 100-350 employees, earns from £14-£18 each week.

But then, I say to myself, I should surely check my tentative conclusion that the pay seems rather low. Can I find a relationship between these women's earnings and those of any comparable groups? Luckily I find that I can, in other recent surveys: *A clerical salaries analysis*, made by the Institute of Office Management for 1960 (now out of print); *The status and pay of male supervisory staff*, issued by the IPM in March 1958; and *Distribution of earnings of manual workers in October 1960*, published in the April 1961 issue of the *Ministry of Labour Gazette*.

From the clerical salaries analysis, taking the wages over the whole of England and Wales of Grade C (which means routine duties) female shorthand typists, a quarter earn less than £7 18s.; a half earn between £7 18s. and £9 19s.; and a quarter earn over £9 19s. Thus, three-quarters of the women doing routine shorthand-typing work are earning as much as the majority of women supervisors; and one quarter are earning as much as, or possibly more than, the women supervisors I have quoted earlier in this article.

More highly graded shorthand-typists earn considerably more than this. A woman supervisor fulfilling the

* *Status and Pay of Women Supervisory Staff —on the shop floor*

Women supervisors, like this lady (left) from the Nestlé Company, need not always worry about the wage packet

duties described earlier, and with such scope to build or destroy the morale of the people actually producing the goods or services of this country, is surely worth considerably more pay than a routine shorthand-typist.

A look at the salary picture for male supervisory staff presents the same picture. The IPM report for 1958 shows the range of foremen's salaries to be between £15 8s. and £22 2s. 4d. a week. The lowest figure quoted for a foreman's weekly salary is £14 8s. 6d. Charge-hands receive from £11 10s. 10d. upwards a week. Thus, if we assume the "lowest grade" of women supervisors to be equivalent to the male charge-hand grade, the woman is receiving between £8-£10 a week, as against the lowest male charge-hand figure of £11 10s.

If we compare the head forewoman quoted earlier, who was in charge of the training of charge-hands, with the lowest foreman's rate quoted, there is a difference of between £1 to £4 a week, and a difference of £8 10s. to £11 10s. a week between her salary and the highest foreman's rate quoted.

It is difficult to see how the duties of a forewoman can be less onerous or less skilled than those of a male foreman. Women civil servants, women teachers have successfully challenged this hoary tradition—must industry lag so far behind?

Figures given in *Distribution of Earnings of Manual Workers in October 1960* confirm that this pattern of considerably lower pay for women is maintained right down the wages scale. Sixty per cent of the million women surveyed earned between £6 and £9 per week. Thirty-seven per cent earned less than £7 weekly; 13 per cent earned £10 or more per week. (These earnings included payment for overtime, piecework, etc.) Only 3½ per cent of the men earned less than £9 per week; half the men earned between £9 and £15 per week; 30 per cent earned from £15-£20 per week; and 12 per cent over £20 per week.

Formal gap

So I begin to see the significance of another phrase which reoccurs through the IPM report on the pay of women supervisory staff: "The differential," it persists, "is maintained." The salaries of forewomen are in some kind of line with those of their less skilled sisters—but all are much lower than male pay rates.

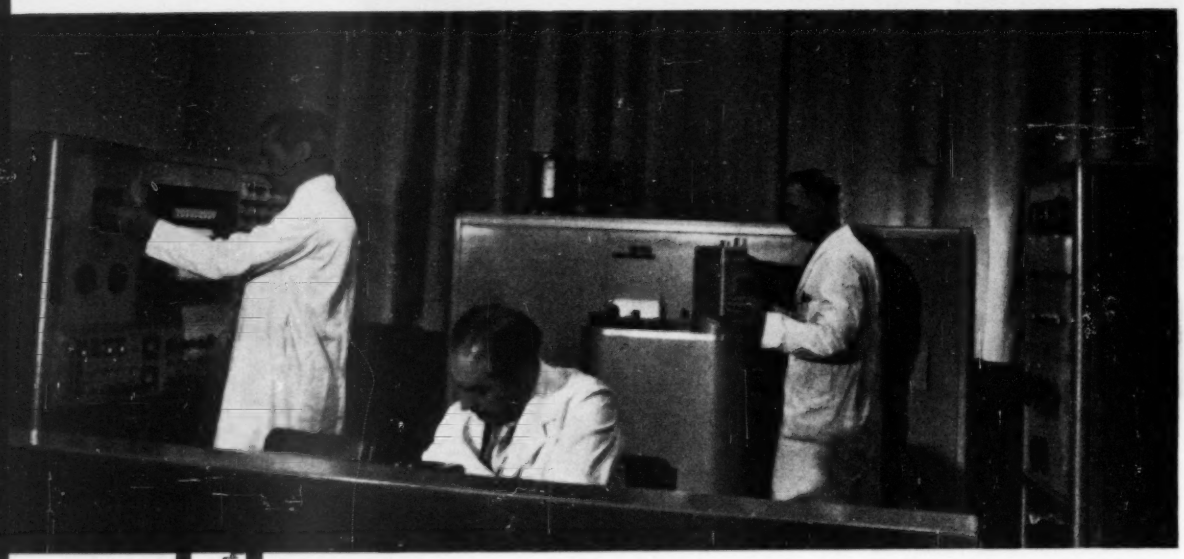
Even when we make this comparison, we see the forewoman does not come out of it too well. Twenty-four per cent of manual workers earn as much as the lowest-paid women supervisors; and the salary of the "head forewomen" quoted earlier, is surpassed by from 2 to 4 per cent of women manual workers. Women supervisors share this position with their male counterparts.

But is pay everything? When surveys are made of what people say they want out of work, pay never heads the list. Other things, like promotion prospects, security, status and congenial companions, usually come higher up. Perhaps these women supervisors are finding their satisfaction in these other things?

In the IPM survey, I notice promotion prospects are described in such terms as "very limited", "practically nil", "none", "unlikely, unless of exceptional ability". Special privileges seem limited to sick pay, some form of pension scheme, life assurance, and holidays of two or three weeks, separate cloakrooms, and occasionally a separate canteen. To offset this: "rather more than half the supervisory grades are required to clock or sign in".

Many or most of these privileges are common to all office staffs; and many have already been won by hourly paid workers. The other day I visited a factory belonging to one of the most progressive firms in this country. I was shown with pride a common-room, and was told this had just been set up as a place where the factory supervision (men and women), could meet for morning and afternoon tea: a modest privilege, one would think, in return for the responsibilities these people were carrying!

W. J. Brown of the Glacier Metals Co. Ltd., in his recent book describing the organization of his company, says that the defining of the *essential* functions of his different supervisors has been one of his major organizational difficulties. Even now, after several years, many problems remain. Until we can say with greater accuracy and precision what we expect supervisors to do, can we devise fair and suitable salaries for them?



Quantometer laboratory: leaders in the industrial uses of film, United Steel are not 'shy' of showing new developments

Visual Aids

Although there are a few films dealing with increased mechanization, O. T. Curtis reports that we are not yet . . . .

Prepared for Automation

LAST month's article made a plea for the greater use of film to present a variety of technical developments and problems to those employed in industry, in order to give them a wider viewpoint which would also help them face their own specialist problems more imaginatively. Now I want to consider the contribution that film can make to a better understanding of the changes we are encountering in industrial structure and production methods as the result of introducing new techniques.

These changes might seem to be summed up by the word 'automation.' But, even allowing for the varied interpretations put on such a word, this is surely an over-simplification. What we are witnessing today in advanced industrial civilizations is the impact resulting from an extension of mechanization. If history teaches us anything, the non-industrial societies must go through a concentrated period of industrial development which will miss out several of the stages in our own relatively slow industrialization. It will

also speed up others, and possibly introduce modified or completely new stages.

Best start then with a glimpse of our own industrial growth. One aspect of it is masterly summarized in the late Alan Crick's cartoon for BP, **Speed the Plough.** Here, condensed into seventeen minutes, is a vivid (albeit amusing) picture of the development of agriculture from medieval times.

It is a picture of which the significance lies in the emphasis on the accelerating rate of change; the close inter-relationship of technical change and social development; and the hint (at the very end) that the advanced technology of the industrial nations can help the underdeveloped nations jump several stages in their progress to mechanization and industrialization.

This film is deservedly one in great demand from both Petroleum Film Bureau and Shell-Mex and BP libraries. The greater to be regretted, therefore, that Petroleum Film Bureau have withdrawn from circulation their film **Forward a Century,** because this made a very useful complement to the cartoon film. **Forward a Century** was produced for the Festival of Britain, and it compares Britain in 1851 (seen in a very imaginative pioneer use of contemporary prints to which an impression of movement was conveyed by skilful use of the camera), with Britain in 1951—concluding with speculation about 2051.

Obviously, such a film must date in many respects; but it was a unique film tackling a subject that is curiously ignored by other industrial sponsors and film-makers. Perhaps what is needed now is a companion cartoon to **Speed the Plough,** which deals with industrialization in Britain. For such a purpose, cartoon has the advantage that it dates less readily, as one can see by looking at Halas and Batchelor's **Think of the Future,** made for the European Productivity Agency, which deals with the need for a rising level of productivity to raise living standards.

But raising living standards, especially by increasing output in the spectacular way which modern techniques make possible, raises problems too, as the Americans and our own car workers have found. How, indeed, can we reconcile the fantastic productivity that automation makes possible with the maintenance of full employment and a satisfactory working life for us all? This is a complex question with political and social, as well as economic and technical, aspects.

Start first with the latter. The average industrial employee at any level could usefully know more about the picture of industry as a whole. Some of the ways in which film could give him a general picture were suggested in last month's article. But how can they help inform him on the philosophical, economic and political implications of technical change? They can give him some picture of automation as a technical force (films on this subject were discussed in detail in the June 1960 issue); and from some of these films he can, perhaps, draw some general conclusions.

Other films have become available since June last year—such as **Electronics,** made for the Central Office of Information—a popular 13-minute survey which, however, does no more than suggest to the young that this new technological world is an exciting one. The National Cash Register Company, with their new sales film, **In two dimensions,** have shown how even the small office can make use of modern computing equipment.

On the theoretical side, Charles and Ray Eames' **A Communications Primer** remains the classic cartoon exposition of the principles of communication upon which the computers are based. One needs more of this type of film because, apart from the specialists concerned with the operation and maintenance of computers, the first need for those in industry is knowledge about the principles on which computers operate; about the sort of jobs they can tackle; and a starting-point for discussion.

In the van

So far as social and political implications are concerned, the available films are even fewer than those concerned with computer theory. Characteristically, it is the Americans again who have ventured into this field. And significantly, it is an American union, the Automobile Workers, who have sponsored a film on the social implications of automation. This is **Push Buttons and People,** one of a series aimed at the general public "to help you to understand the facts underlying an important public issue".

This is a film record of Walter Reuther, the union's president, giving evidence before a Senate committee on the union's attitude to automation. Records of Reuther speaking in committee cut periodically to outside shots to illustrate points which he makes in the continuing commentary. Arguing that a progressive firm must keep abreast of technical change, he is sympathetic to the introduction of automation and recognizes the need for it in a competitive economy.

This film will not offer you any solutions to the undoubted problem of unemployment in the American car industry directly related to automation. But it will set you thinking.

Self-analysis

If films are few, what more can be done? So far as existing films are concerned, there is little doubt that they could be used more. Screening a film like the General Electric Company of New York's **This is Automation,** for instance, should not be regarded as an end in itself. One can take the thesis of the film (that any firm, however small, can and should apply automation at even an elementary level at some stage in production) and apply it to one's own company. Could any processes in your plant be automated? If so, what sort of effects would this be likely to have? What problems would it raise and how could they be overcome?

But is there not scope too for industrial associations themselves to sponsor films about automation? Scattered about, in existing films, are some examples either of automation in practice (in petroleum for example) or of industrial developments which presage automation. Add to these the existing British films on automation, which are mainly individual firms' accounts of their own plant, and one has at least a lot of useful material for a compilation film on the automation situation as it is now.

The documentary film movement grew in Britain from the inspiration of Robert Flaherty's work in Canada and the USA. And the British documentary movement before the war was associated with social enquiry and progressive thinking. Today, this has largely been replaced with the reportage film of one sort and another. Yet, in automation, one has an issue of staggering dimensions.

Misused automation could be a curse and could bring social poverty and upheavals which would dwarf those of the inter-war years. For it to be properly used, we must all understand something of its technical significance and its social implications. Here, if ever, is a great subject for a documentary. Who is going to tackle it?

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by Stephen Gregory

T.V. in the Factory

WITHIN five to seven years, industrial closed-circuit television will be a commonplace; in 10 years time, it could be used as casually as the telephone. This was the 'threat' issued to delegates at last month's industrial editors' convention in Southport. Peter Cockburn, well-known ATV announcer and freelance presentation consultant, made a half-serious prediction that "there ain't gonna be no more conferences—no more expense-account gin".

But the advent of industrial television will have more to give than it takes away. There are already in existence some 247 separate applications of the medium.

At the Southport conference, it seemed to me that many delegates were genuinely scared by what they heard. There was a paucity of questions to verify their apprehension. Maybe, as journalists, we tend to confine our thinking to the danger of losing jobs: TV and newspapers mix in the mind as much as oil and water.

If the house journal editor is anxious, I am afraid he will receive little sympathy from personnel people. They, as well as production men, will acknowledge the infinite advantages of this twentieth century miracle. In almost every corner of the human relations cupboard, there is an application for closed-circuit TV.

Health. In a Scottish steelworks, a three-man team working round the clock had the tedious task of watching a continuous line of bogies that took the ingots out of the furnace. It was essential to prevent the hazardous derailment. Yet, it was regarded as a waste of manpower and a threat to employee well-being. By introducing a TV camera at the inspection site, the need for human eyes was removed. The operation was controlled and inspected by the bogie-driver from one point, remote from the site.

Labour. Television can obviously release more workers from non-productive jobs. Most personnel managers and training officers will welcome this added flow into semi-skilled or even, with training, skilled jobs. They will also be spared the thankless task of having to devise suitable incentives for non-productive units.

Training. One of the greatest difficulties in the training department of a medium-sized or large firm is in providing practical or simulated training. It is not fanciful to imagine the advantages of being able to move from classroom to factory floor at the turn of a switch. TV cameras, in a chain linked with the classroom, can in some cases double the effective training time. Many minutes are wasted in travelling between instruction room and shop-floor. Further losses are incurred—this time in production—by a crowd of trainees gathered round a lathe.

An experiment in teaching by closed-circuit TV has already proved the system's worth. A science teacher was enabled to teach two classes (one in his own grammar school and the other in a neighbouring secondary modern school) at the same time. A 'roving' camera picked out boys at the remote location if they wanted to put questions. Two-way audio-visual communication enabled the teacher to be in two places at one time.

Records. Closed-circuit TV is already at work in centralized records systems. In a factory or office block—even in a group of buildings—the camera can be used to 'transmit' information from one central point (the personnel office), to a set number of offices. The main advantage here is that records are never removed from the location where they are most needed for reference or amendment. Add to this the reduced likelihood of loss or breach of confidences.

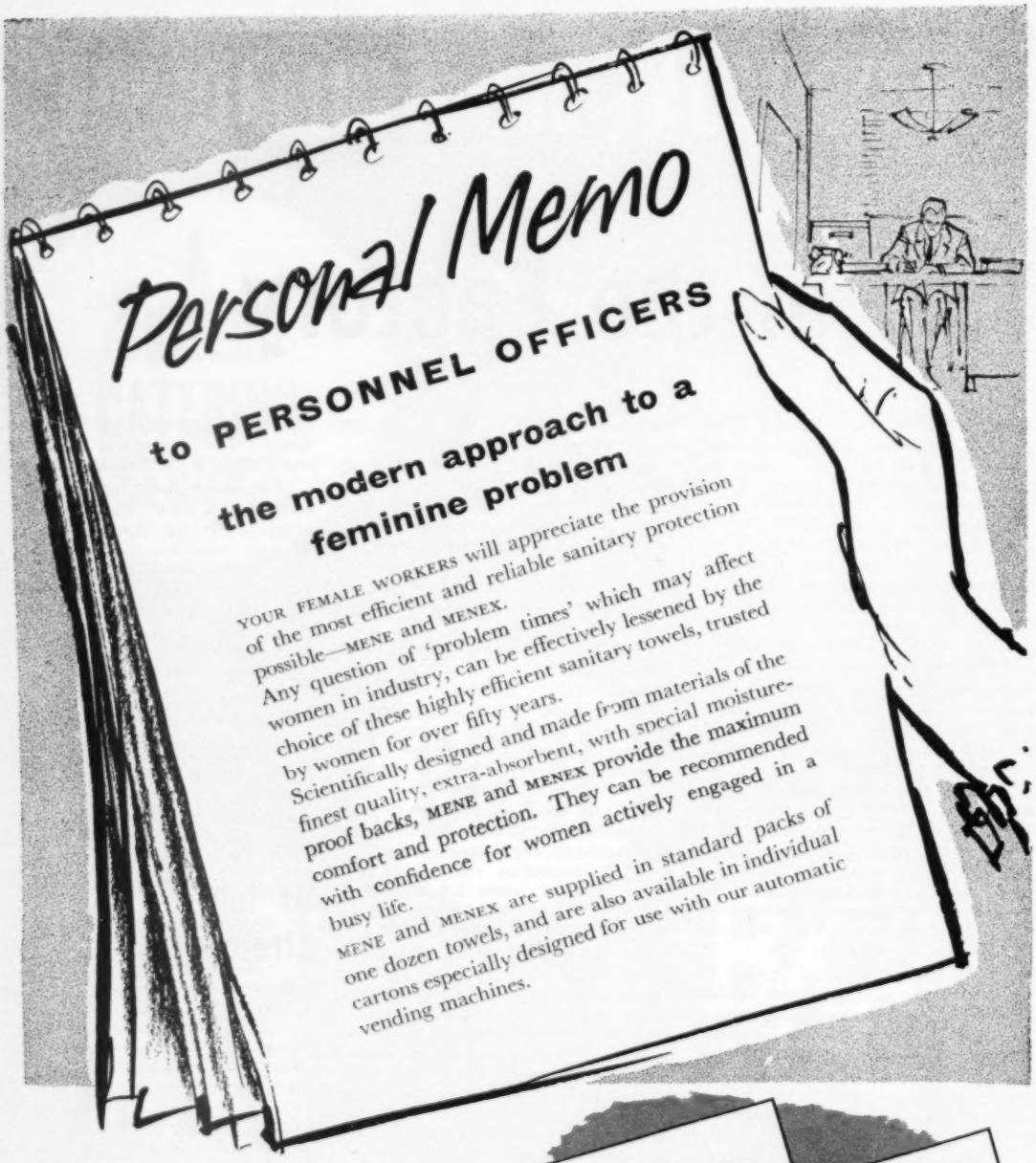
Even despite these benefits, there are naturally many questions to be answered for an interested user. A common criticism of TV in the factory is that it is suspect as far as workers are concerned. In the USA, they call it the 'Creepy Peepy'. However, real use of the apparatus depends on a high level of illumination: higher than found in the average works location.

As a means of communication and training, TV has been condemned for lack of retention: once projected, the picture has gone for ever. But this is no longer so, since vital information can be tele-recorded at the transmission stage or filmed from the screen.

At full stretch

Because pictures are not transmitted by broadcast waves, potential users feel they are limited in their range of transmission by the available cables which, in ordinary systems, can be no longer than 1,000 feet. Although this is basically so, it is possible to incorporate a system of boosters. For the really important installation or single occasion, land-lines can be hired.

Cost, too, has been a limiting factor. Yet it is possible to buy a basic camera chain for as little as £750. Like any other instrument in the visual aids field, the cost can be made worthwhile by the maximum usage. This element alone must surely make it a sound proposition for a personnel department of nominal size, where the uses are almost unrestricted.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Medical Service for the Small Firm

by Peter Wright

IT has already been established that the top cost of an industrial medical service is in the region of three pounds a year for every employee. Since 80 per cent of the country's factories employ not more than 25 people, this means that it would cost most firms £75 or less a year to provide such a service.

This £75 would cover the salary of a shared doctor and nurse, and supplies for the medical department. It would not be expected to furnish a centre for treating industrial injuries. This is a positive indication that overheads are relatively low; and it is just these costs that have been claimed to make the provision of medical treatment prohibitive.

The obvious conclusion is, therefore, that much more is expended on basic equipment for the industrial medical centre. This is verified when we investigate the personnel expenditure in a cross-section of British firms. Out of 100 companies, it has been found that 73 already place medical equipment amongst their highest priorities.

Even this need not involve the small plant in any heavy financial outlay. A firm employing 22 works people and 12 office workers has a light, airy centre which cost them something in the region of £100 to furnish. It includes a small desk with table-top card-index box; two chairs (one for the nurse, another for the patient); a tubular metal couch for examinations or rest; a very small steel trolley for dressings, etc.; and, of course, a fully-stocked first-aid cabinet.

The works manager at this plant has costed his saved manhours since the introduction of the medical department. "We have cut back our losses through absenteeism by some £900 a year over the past three years". This is on having people at work instead of away with injuries. Mr. Craft is now attempting to cost the saving on minor injuries which would normally keep a man away for half a day. With the medical treatment on the spot, he estimates that the firm is saving up to five hours a week.

"It has to be seen to be believed", he comments. The firm's only regret is that they did not think of installing the service much earlier. For them, the advantages have not been only financial. "We have a marked decrease in our labour turnover rate which dates, significantly, from the opening of the medical room".

In competition with many larger firms for good-quality labour, they have also found that they can afford to be much more selective during recruitment. "It opened our eyes considerably", says Mr. Craft, "when we experienced some undefinable increase in interviewee interest". Such was the effect on potential employees that the company now includes mention of its medical service when advertising for new staff.

Mr. Craft has had it put to him that none of these improvements in personnel morale and loyalty can be attributed solely to the setting up of a works medical centre. He agrees. "But we have come to an age when such a seemingly small benefit is used by labour and staff to measure the over-all climate within the firm".

It was reported to the management at one time that the trade union area organizer was advising members where to seek the best employment. "These boys have it all worked out on paper. I even feel they could predict our profits sometimes. So, it can be an advantage to let them know the cost of a service like medical rooms. After all, it is not a great deal in our case; but it is better than nothing at all".

WHAT COULD YOU BUY INSTEAD?

A 30-man firm, paying £3 a head each year for its medical service, would have to forfeit no more than one of these items:

One 36s. lunch a week
One single-column vending machine
One top executive desk or conference table
Five filing cabinets
Ten standard office chairs

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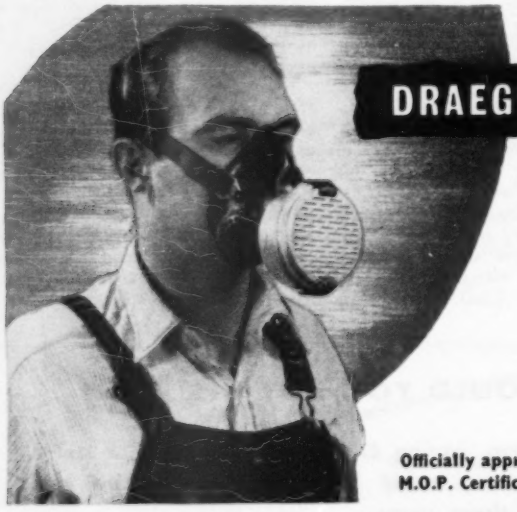

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BOOKSHELF

MANAGEMENT PRINCIPLES ★ COMMUNICATIONS ★ RECRUITMENT

STUDIES IN MANAGEMENT, by Guy Hunter. *University of London Press, 11s. 4d. post paid.*

The author of this collection of essays has had extensive experience in management training, both in industry and as the head of two residential colleges. He felt that traditional textbooks failed in some way to approach the real feeling of management as actually experienced by the men on the job and, in consequence, produced this volume.

The essays attempt to bridge the gap between theory and practice. At the same time, they are remarkable for breadth of vision in probing some very basic questions on the nature of an industrial organization and of its relationship to the world outside.

On the other hand, particular essays, such as those on training and communication, are valuable in a very specific and practical way. Above all, this is an eminently readable book.

MEN, MONEY AND MOTIVATION, by Arch Patton. *McGraw-Hill, 59s. 6d. post paid.*

The alternative title to this book is "Executive compensation as an instrument of leadership": it is a thoughtful analysis of the factors which go to make a good executive and of the increasingly complex methods of paying him the right rate for the job. In this instance, as Mr. Patton is at great pains to point out, this means paying the proper rate for an individual.

The value of executives is to be measured purely in relation to their contribution to the decision-making process, as it affects the company's profit-and-loss statement. The author perceptively discusses ways in which this may be done, and considers the various kinds of salary policy best suited to differing types of industry and organization.

The book reviews the place of fringe benefits in such a policy, and has many useful things to say about profit-sharing trusts, stock options and other such elements in executive compensation.

EQUITABLE PAYMENT, by Elliott Jaques. *Heinemann, 36s. post paid.*

There will probably be a good deal of disagreement but also much profitably hard thinking when you read this book, for Elliott Jaques has again produced miraculously and valuably a wholly original work.

In his words, payment is the practical and concrete means of expressing the evaluation and recognition of the relative value of a man's work—and in precise quantitative terms. The now famous theory of the "time-span of discretion" is to be used as a quantitative measure of the level of work, and the individual's own sense of fairness as to what constitutes equitable payment is to be taken as a reasonably accurate guide to the truth of the case.

The only difficulty is, at times, in distinguishing between what Dr. Jaques considers to be present reality and his view of an ideal state of affairs, and in deciding to what extent metaphysical thinking in his work impinges upon empirical research.

COMMUNICATION IN BUSINESS AND INDUSTRY, by William M. Schutte and Erwin R. Steinberg. *Holt, Rinehart & Winston, Inc.*

Communications without tears in business letters, memorandums, technical reports, speeches, and group discussions. The approach of the joint authors throughout this all-embracing manual is entertainingly didactic. Case-studies are used to illustrate the damage which can be wrought by a badly-written letter or a poor memo, and to show how success might have been achieved by a better and more knowledgeable approach.

Grammar and punctuation, so often neglected in treatises of this kind, are dealt with succinctly; sections are also devoted to the avoidance of pomposity and to the more subtle business of how to be persuasive in writing and talking.

In what is perhaps the most original chapter in the book, the authors discuss the barriers to communication which men often set up for themselves by excessive abstraction in their thinking. Clear expression presupposes unmuddled thinking. If you have any jargon to shed, prepare to shed it now.

PRINCIPLES OF PERSONNEL MANAGEMENT, by Edwin B. Flippo. *McGraw-Hill, 63s. 9d. post paid.*

In his preface, the author writes that no one ever stops learning about personnel management. Although the book was written primarily for use in college courses, it provides a framework of basic information within which we can extend our knowledge.

All aspects of the function are examined comprehensively, and related throughout the 600 pages to the writer's main objective, which is to show how the human relations factor affects every phase of modern personnel management.

RECRUITING IDEAS THAT GET RESULTS, by Bernice Fry Mitchel.

This pamphlet suggests ways and means, new gimmicks and ideas of how to advertise and attract the right applicants for the job.

Mrs. Mitchel originally presented the paper at a conference of personnel men for public authorities in the USA.

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Protective Clothing

TREAD SAFELY

A STEEL mid-sole to prevent nail penetration is a feature of the *Safety Plus* boot in the new Dunlop range of safety footwear. There is also an ankle safety boot in rubber with a conductive rubber sole; a rubber safety boot with an external steel toe-cap; and other special styles which are acid and oil-resistant, all made according to the specifications of the British Standards Institution.

Leather safety footwear is obtainable in both boot and shoe styles. One such shoe has a conductive moulded rubber sole and a leather safety boot has been made with an external steel toe-cap.

Plastic has been used for the entire construction of a new *Grade II* safety shoe. This has an internal safety toe-cap and the novel feature of a polythene arch-support insole, designed to afford maximum comfort to the wearer.

Enquiry Ref. No. P7/1

Health

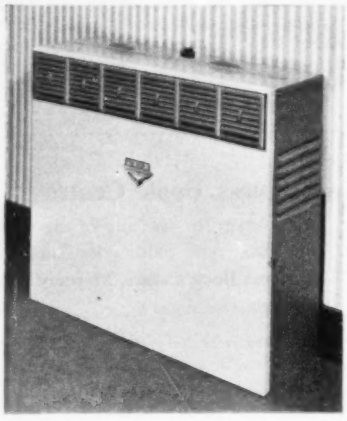
WHISPERING AIR

A FLOOR-MOUNTED air-conditioner has recently appeared on the market which will be of particular interest to readers who find themselves in offices which lack any adequate ventilation—short of demolishing the glass walls of their glossy, new and beautiful greenhouses.

The unit is self-contained, attractively styled, and its dimensions (height 39 in., width 33 in., depth 10 in.), are easily accommodated. It has the added advantage of costing only about half the price of a central station plant of the same capacity, and allows the occupants of each room to adjust the unit to suit their personal requirements.

Adjustment is by means of a simple, single thermostat. For mid-season heating, or as an addition to the office central heating plant in the coldest weather, the unit is fitted with a two kilowatt electric heater, also thermostatically controlled. The air is cleaned by means of a nylon filter which lifts out easily from the top of the unit.

Above all, this is a quiet air-conditioner, unlike the older type of window-mounted unit. It means that it is possible to shut out dust and noise by keeping the windows closed and yet to ensure that personnel remain



awake and fresh even on the most stifling of days.

Air distribution is draughtless; maintenance is easy; and maximum consumption of electricity on cooling duties is only about one and a half units an hour.

Enquiry Ref. No. H7/1

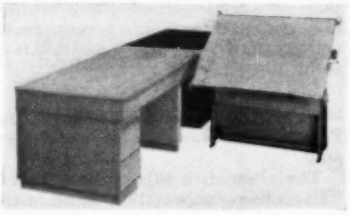
Office Aids

NEW LOOK DRAUGHTING

DRAWING-OFFICE furniture has now appeared which should answer the needs of all chief draughtsmen who like flexible seating arrangements.

The range allows for a variety of combinations so as virtually to dispense with the need for special units. It includes a free-standing drawing table; unit-construction reference tables with a choice of pedestal fittings; and spacer units to provide continuous working for joined tables. In scope and application, the furniture provides an alternative to the anthropometric range earlier presented by the same company.

The most notable innovation is the adjustable drawing table. Conventional heavy counterweights are replaced by



an ingenious spring mechanism which makes it possible to counterbalance the movable board assembly at all heights, simply by pressing one's foot on a bar extending almost the whole width of the pedestal.

The table offers 14-in. vertical height adjustment and infinitely variable board angles. It is available in free-standing form, or can be attached to the back of the reference table. Free standing, the table has a metal-clad pedestal with very clean lines: otherwise the pedestal is encased in sapele striped mahogany and, like all the units in this range, is superbly finished.

Enquiry Ref. No. O7/1

SCHEDULES OBSERVED

FOR work that is always in motion, a visual aid has appeared which will move with it to show the nearness of approaching deadlines.

The *Roll-a-chart*, as this instrument of control is called, consists of a plastic, rolling sleeve which traverses a

(continued on page 42)

DOES THIS MAN WORK FOR YOU?

Perhaps you are in authority over men with 'dirty' jobs — whose grimy hands don't respond to mere soap and water. They will appreciate your wisdom in specifying WIMZO non-abrasive antiseptic jellied cleanser for the quick removal of paint, grease, tar, wax, rubber compounds, dyes and *all* ingrained dirt from hands. WIMZO is saving time and money everywhere.

Used by the Coal, Gas and Electricity Boards, The Admiralty, Richard Thomas and Baldwin, etc.

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stationary grid towards an elastic cord marked as the 'today' line. With the special pencils provided, customers' orders, job numbers or whatever is to be controlled, are marked up on a stationary index.

Final deadlines and immediate operations concerning the entries on the index are written on the rolling sleeve opposite the index listings; and

appropriate time units are noted on the top line of the sleeve. As time advances, the plastic sleeve is rolled with a touch of the finger to the left to bring schedules closer to the 'today' line and to give advance warning of things to be done.

Schedules, not met, pass the line and enter the 'delinquent' zone where they serve as constant reminders of the need for action. This procedure, as will readily be seen, can be applied to a variety of operations, and, wherever doubts exist, the suppliers provide a consultancy service.

Entries are easily made and just as easily eradicated for revision. Colour coding is possible by means of pencils in five different colours.

The chart measures 23½ in. by 25 in., yet, because of its unique rolling sleeve, gives eight square feet of real chart area. It is equipped with a retractable handle and a folding easel so that it can be easily carried about or placed upright on a desk.

Enquiry Ref. No. O7/2

If it is new . . . if it improves efficiency or work conditions, send details and photographs to P M & M for inclusion in this closely read 'Equipment Market'.

Security

DOUBLE SAFE

SCARCELY a day passes without our reading of payroll attacks by armed bandits; and more and more firms are being compelled to look to specialists for aid in protecting their property and their staff.

In March, 1960, the Security Express Service opened in London. It has now extended its services to Glasgow and Bedford, and will shortly start operations in Manchester, Liverpool and Birmingham.

They have recently introduced a new type of safe for clients who have to retain valuables or money until the armoured van calls. The outer door is designed like the breech-block of an artillery piece and, in the USA, its toughness has virtually eliminated the use of explosives in safe-cracking attempts.

Two keys are necessary to open a further inner door. Banknotes are

posted through a slot above this second door and can only be removed when a representative of the firm with one key and a Security Express man with the other are both present. Once the valuables have been posted, Security Express accept full responsibility up to the value of £3,000.

A small amount of cash for immediate use can be retained in the outer compartment. This 'safe within a safe' is compact; can be attached to the floor of the premises; and, because of its modest size, can be placed in a position where the police or your own security men can keep it under regular surveillance.

Enquiry Ref. No. S7/1

SECRET WASTE

SAFE destruction of all confidential correspondence, drawings and other private papers can be ensured by letting your secretary use a heavy-duty paper shredding machine.

This can be installed anywhere simply by plugging the machine into the mains. All material which you may prefer not to entrust to a stranger for disposal can be shredded on the spot into totally unreadable strips one-sixteenth or one thirty-second of an inch wide. The strips fall into a detachable polythene bag and may find a valuable use as paper wool for packing.

Papers of any size or thickness can be fed into the machine virtually as fast as the operator can manage to do it: the capacity of the shredder itself is at the rate of 600 lb of paper an hour. Cutters are of hardened steel;

(continued on page 44)

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self sharpening and are not affected by pins or staples.

If jamming should occur, the motor automatically cuts out and a switch reverses the cutting blades. The machine is completely safe for unskilled operators, because it is impossible to reach the cutting knives with the fingers.

British-made, it is 16-in. wide, 15-in. deep and 10-in. high. With blades fitted to cut strips of one-sixteenth of an inch, the shredder costs £98 10s.; with the finer blades, the price is £110.

Enquiry Ref. No. S7/2

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EASY SCRUBBING

SAID to be the widest machine of its kind in the world, the *Progress Multiple* will scrub or polish its way over a path thirty-six inches broad. The wide open spaces of canteen and reception-hall floors which need to be kept clean and sparkling can be suction polished and swept at the rate of 18,000 square feet an hour, or scrubbed at a pace of 12,000 square feet an hour.

The machine is three feet wide but

can easily be handled by one operator. It is equipped with three brushes oscillating 2,800 times in each minute. A splayed brush is designed to work right in to the skirting of a room.

Each brush is powered by an A.C. engine of three-quarters horsepower, and the *Multiple* has a capacitator start and run. The total consumption of current is 1,800 watts.

Safe and trouble-free operation under the difficult conditions which often apply in canteen dining-rooms and kitchens is ensured by the way in which the motors are sealed against water.

Maintenance is facilitated by the fact that each assembly has only two moving parts and there are no gears, pinions or belts. Direct eccentric drive operates.

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OBSTINATE stains left on the hands after the preparation of fruit and vegetables can be easily removed with *Handjoy*, a new cleanser.

Also capable of killing onion smells, this product is best applied while stains are still fresh. It is rubbed firmly into the skin, and the hands are then rinsed under a tap. No soap is required.

Ingrained stains may be dealt with too, but their complete removal will naturally take a little longer. For kitchen staff who are now used to having soft, fragrant hands after finishing domestic chores, *Handjoy* will surely act as a 'goodwill' promoter on the industrial scene.

One jar of this cleanser retails at 2s. 3d.

Enquiry Ref. No. C7/2

(continued on page 46)

JELTEK

in industry

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Designed for service engineers working in exposed conditions, the CREWSUIT illustrated on the left is made from material giving air-conditioned protection.

Send for literature describing this and other garments in the full range of 'JELTEK' Protective Clothing.

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Steel Style tables and chairs have everything—good design, colourful finishes in first class enamel, gay hard wearing table tops, attractive chair coverings and superb chair comfort, extra strength (Steel Style are made from finest tubular steel), lightness, long wearability, quick stackability, and easy clean lines. And as all these features cost no more it is obvious why value-for-money conscious organisations specify Steel Style canteen furniture. Yes, Steel Style canteen tables and chairs make canteen furnishing very plain sailing. Why not phone or write one of the addresses below for full Steel Style information.

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Every mask can be shaped to fit the wearer's individual face contours in a few seconds, ensuring extra safety and comfort. It is extremely light, and popular with operators, giving excellent protection against dust, etc.

No separate attachments, no time wasted in changing pads, etc. A new, clean, complete respirator is used every change and at an economical price.

Sample sent with pleasure.

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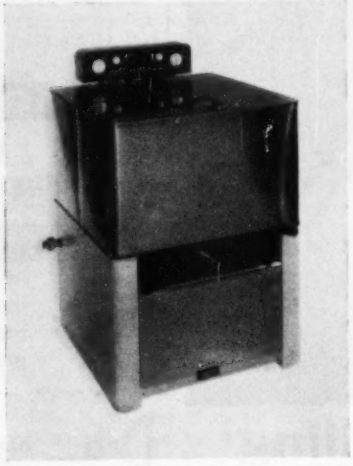

or damage; and it requires very little maintenance. A thermostatically controlled heater is built into each storage tank which keeps the three gallons of wash water at 145 degrees F., and the rinse water at a temperature of 180 degrees.

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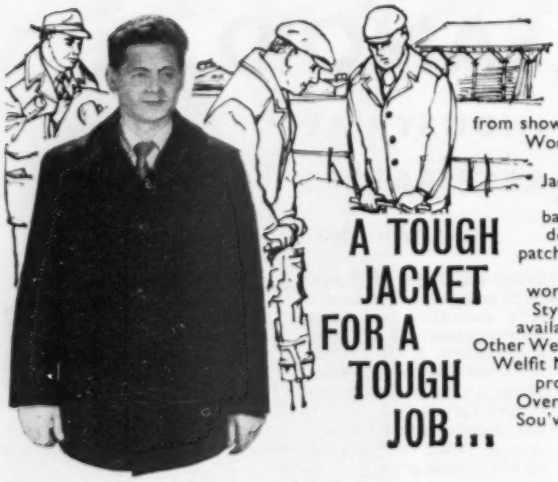

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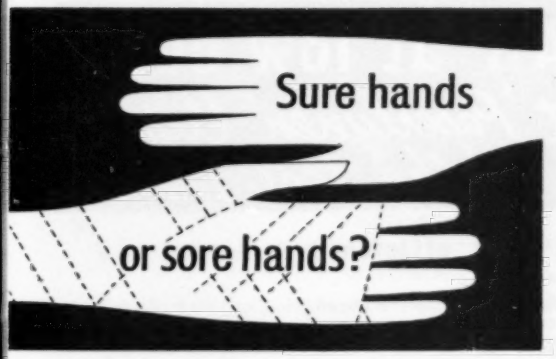

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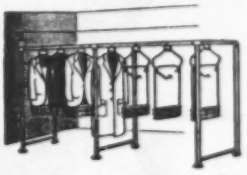

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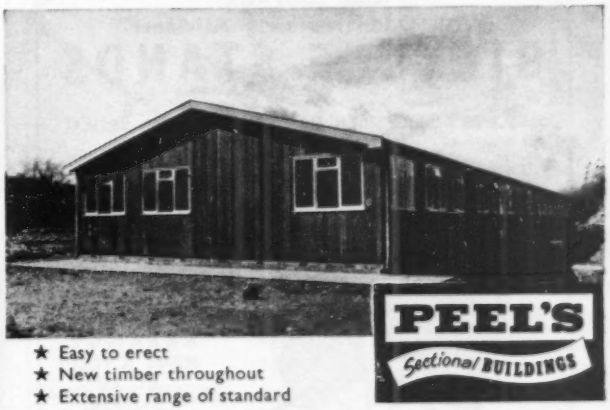

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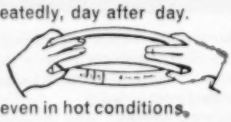

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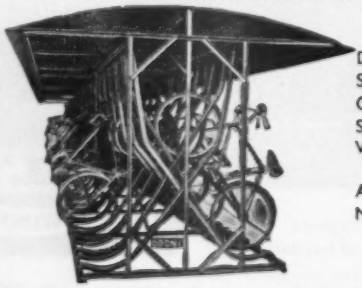

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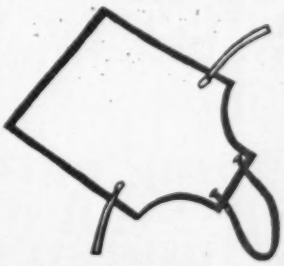

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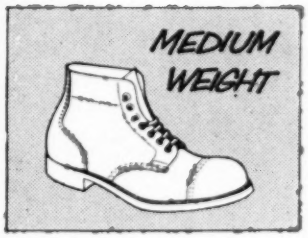

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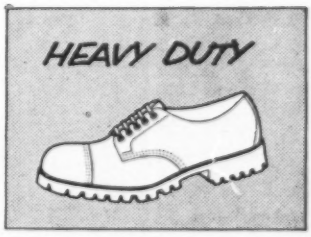

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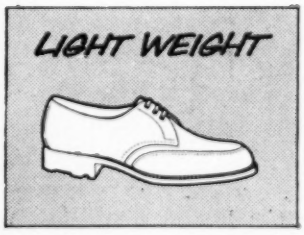

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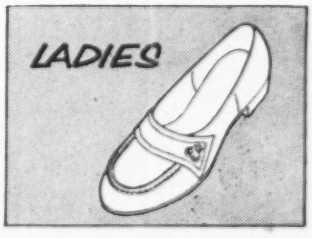

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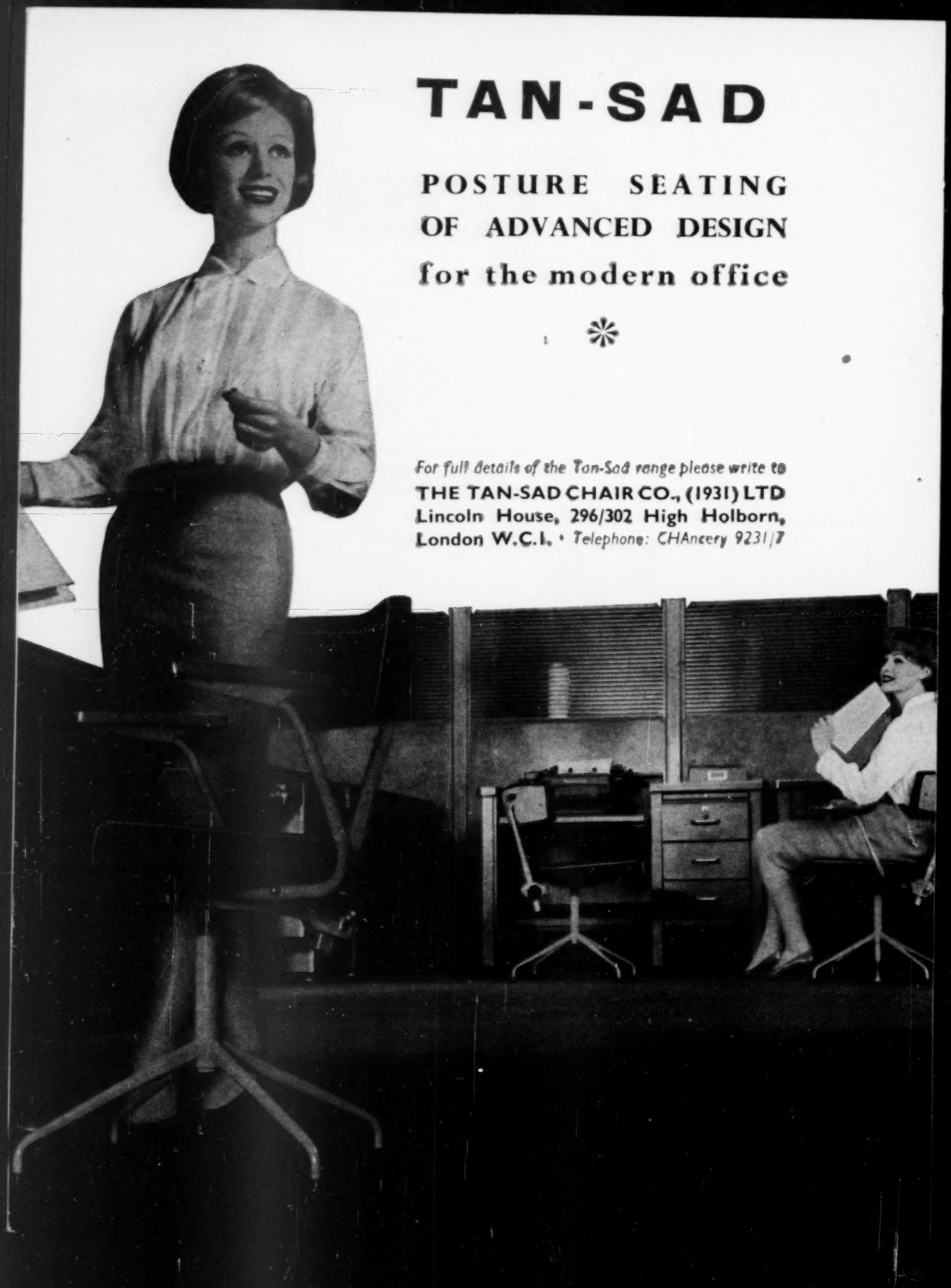
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